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Irving Music Factory (Artist Rendering) – Opening Labor Day Weekend / Fall 2017



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May 26, 2017

# Memorandum

**TO :** Jack Spurlock, Board Chair  
 Clem Lear, Board Vice Chair  
 ICVB Board of Directors

**FR :** Maura Gast, FCDME

**RE :** 2017-2018 ICVB Budget and Marketing Plan Overview

For the past several years, thanks to the leadership of the ICVB Board of Directors, and the dedication and commitment of our excellent staff teams at the Convention and Visitors Bureau and the Convention Center, we have seen Irving making great strides toward its vision of being a “uniquely vibrant destination attracting visitors of all kinds for unforgettable experiences.”

We’ve had the benefit of a strong economy behind us, allowing us to expand our sales and marketing reach, while reinforcing our reserves for the long term.

This year’s proposed budget and program of work will see those efforts continue, as you will see when we formally present these to you at your June 26 Board Meeting. This document contains considerable detail for your review in advance, with this overview providing background information that should make the numbers more digestible. While our presentation will not be a “line-for-line” review of the budget detail, we will be more than willing to answer any specific questions.

DOLLARS					PEOPLE		JOBS		TAXES	
<b>\$2.3</b> BILLION	<b>= \$6.4</b> MILLION PER DAY	<b>\$10,196</b>	<b>\$1.73</b> BILLION	<b>\$406</b> MILLION	<b>3.4</b> MILLION	<b>= 26K</b> PER DAY <small>OVER</small>	<b>19,966</b>	<b>\$523</b> MILLION	<b>\$55.6</b> MILLION	<b>\$662</b>
Total Direct Visitor Spending in Irving in 2015	Visitor Spending in Irving on an Average Day in 2015	Annual Visitor Spending per Irving Resident	Spending by Visitors Staying in Irving Lodging	Spending by Visitors on Dining in Irving	Total Irving Visitors in 2015	Number of Visitors in Irving on an Average Day in 2015	Total Jobs Supported by the Irving Visitor Industry	Total Payroll for the Irving Visitor Industry	Taxes Generated by the Irving Visitor Industry for Irving in 2015	Tax Revenues Generated per Irving Household

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## State of the Industry

As you hear each month from our hotelier board members, the market remains strong; most experts continue to anticipate a slight slowdown, now likely in 2018 or 2019.

### Industry Performance Data YTD thru April 2017, Smith Travel Research\*:

	Occupancy	Avg. Daily Rate	Revenue (per Available Room)
National	62.17%	\$ 124.83	\$ 78.26
Texas	64.0%	\$ 104.69	\$ 67.03
Irving – Citywide	73.4%	\$ 108.36	\$ 79.49
Irving – Full Service	70.9%	\$ 151.09	\$ 107.09

\*Source: STR, Inc. Republication or other re-use of this data without the express written permission of STR is strictly prohibited.

Powering the market, according to Smith Travel Research at their annual Hotel Data Conference last summer, is that corporate profits have been at all-time highs. Housing prices are on track with long-term growth trends. Nationally, the risk that had been associated with the fluctuations in the oil/energy markets has begun to decrease. In the summer of 2015, the national industry achieved its highest occupancy rate ever and its highest room demand ever, with 5,000,000 census rooms available, its highest rooms count ever.

In many markets around the country, and right here in Dallas/Fort Worth, supply has continued to grow at a breakneck pace because the markets are right for lending and building, specifically in the limited service segment. Thanks to the leadership of this Board back in 2006, working closely with the City's Planning and Zoning Commission and the City Council, the city's hotel development standards were updated to require a minimum of 200 sleeping rooms, 5,000 square feet of meeting space and a full-service restaurant on premise, among other things. This has allowed Irving to "right size" its hotel

development, allowing for a much more balanced ratio of supply to demand. In the 10+ years since then, the City Council occasionally has exercised its right to grant a variance, but the ratio has remained in balance. The current softness in Occupancy in Irving has been more than offset by a steady increase in both Average Daily Rate (ADR) and Revenue Per Available Room (RevPAR).

Most the new supply coming in to Irving in the next few years is primarily full service rooms; this includes the Westin convention center headquarter hotel, the boutique Texican Hotel to the east of the convention center and the Woolley Classic Suites on the north side of the airport. It is anticipated that as Verizon's Hidden Ridge project is developed, a full-service hotel likely will be included. In the longer term, depending on the evolution of the former Texas Stadium site, hotel development might also occur there.

Disruption in the travel industry has become the "new normal" as services such as Airbnb and other emerging resources continue to change how the consumer makes decisions and makes purchases. Because of Irving's dominance by corporate travel, we have not (yet) seen the impact more leisure-oriented markets have, with overnight accommodations being shifted away from the traditional hotel room, which generates (and reports) the traditional hotel occupancy taxes. Airbnb has made a commitment to the markets it is serving to educate its hosts about their responsibilities regarding hotel occupancy and other taxes; in large markets like San Francisco, they have worked closely with city officials to create ordinances that level the playing field between hotel operators and Airbnb hosts when it comes to taxes. We continue to keep a close eye on these players and their impact on Irving, while also maintaining a bigger picture desire to attract as many visitors as possible, regardless of how they make their purchasing decisions.

As noted earlier, the market has continued on a very positive run, but we do know that eventually it will slow down once again. The up-and-down cycles we have been through these past 17 years have us well-prepared to make the adjustments we know we will need to make when that time comes.



## Needs Analysis Survey

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Our budget process begins each year with a Needs Analysis Survey of our hotels, to determine where our priorities are best aligned. The primary markets where hotels want to see the ICVB focus its resources remain high on our radar screens: sports and weekend business, followed by corporate business and special events. Continued investment in the business development incentive program (BizDIP) remains a high priority. Transportation is a priority and we have seen significant interest in some type of trolley system that could more easily move visitors from their hotels in and around Irving, particularly with the Music Factory coming on line this fall. There is also a desire for more “things to do” elsewhere in the City, particularly in the areas more easily accessed by our hotels on the south side of DFW Airport.

For Irving’s hotels, their needs have remained consistent since we began the Needs Analysis Survey more than 20 years ago. When asked for the reasons they lose business, and when asked how the City of Irving can improve business, the answers are clearly connected – provide entertainment and leisure attractions in Irving, and you’ll solve the primary reason they lose business. There remains continued desire for “new development” throughout the city (former Texas Stadium site, Irving Mall redevelopment, etc.) While projects that are moving forward are appreciated (Water Street, Irving Music Factory), the hotels are looking for solutions to “right now” challenges.

Beyond attractions, more traditional infrastructure remains a concern. Impacts to business over the course of the Midtown Express construction schedule and concerns over road conditions in general were noted. Irving’s competition remains fairly consistent. Those most commonly cited in DFW are Grapevine and Dallas; elsewhere in Texas they are San Antonio, Houston and Austin. Around the US, Chicago and Denver were at the top of the list, followed closely by Atlanta, New York and Washington D.C.

## Priorities

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We have a simultaneous two-track process in developing the budget and program of work each year. One track is directed by the Needs Analysis Survey of our hotels. The other is driven by the Convention Center’s needs, in capital improvements and the operating subsidy. Those become the first things we budget, followed closely then by replenishing our respective reserve funds. We are proposing transfers of \$900,000 to the Convention Center Reserve/Capital Projects Fund and of \$200,000 to the ICVB Reserve Fund. We will maintain the building’s operating subsidy at \$1,395,000, and anticipate several large capital improvement projects for the building this next year, for a total of \$780,000.

With the headquarter hotel project delayed, we postponed re-establishing outer-market representation in the Washington DC area this fiscal year. The resource is budgeted once again next year, and we hope to bring that asset online as quickly as possible. DC is our primary geographic focus for this market, as it is where the majority of the national and US-based international associations are headquartered. Ideally, we are also looking to reach clients in Chicago, where many of the medical-based associations are, as well as many corporations, and then also in the NY/NJ/PA triangle, where there is a high volume of pharmaceutical, financial and insurance business. The industry is highly relationship-dependent; having a day-in, day-out “native” presence in these markets goes a long way in building business outside of cold calls and tradeshow.

Funds previously utilized for our sponsorship of the AT&T Byron Nelson have been shifted to a premium 8-seat lease at the Irving Music Factory, which will also lead to an increase in expenditures for familiarization tours as we bring in more customers throughout the year. We have also proposed an increase in our Business Development Incentive Plan for two primary reasons.

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**Priorities** *Continued*

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This continues to be a high priority of our hoteliers on their Needs Analysis responses, but the dollars needed per room have grown from \$1-\$3 per room night to \$3-7 per night. As well, we have put forward a proposal to the under-construction Drive Nation Sports facility on the southside of DFW Airport to use Irving hotels exclusively for the tournaments they will be pursuing, many of which will require bid fees.

There remains funding in the budget for studies associated with the Board's strategic plan, primarily for a proposed Sports Facility Assessment survey. This summer, the Board Development Committee will revisit the discussion started during the Strategic Planning retreat relative to the ICVB's operating structure. As that conversation evolves, there may also be the need for more detailed analysis on alternative operating structures, particularly from a Texas law standpoint.

November 2017 will mark the Bureau's 45th anniversary. It will mark the perfect occasion for us to debut our new brand platform for the destination, as we build on the many new things happening throughout the city. We'll lean heavily on the influence of music in this rebranding, capitalizing on the Texas Musicians Museum, The Pavilion at the Irving Music Factory, the Irving Arts Center, and the wide range of other venues in Irving routinely showcasing live music, such as The Ranch, Outlaw/Four Seasons, Cool River Café and the soon-to-open Irving outpost of Southern Junction. Our new messaging will work in both the meetings and event markets, as well as the leisure traveler. We'll also use the occasion to roll out a new publication that will celebrate Irving in a way that we believe visitors, residents and businesses will embrace.

**Budget Overview**

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As the City budget process for the ICVB may be new for some of our board members, I would draw your attention to a couple of items.

Salary levels and insurance costs are established by the City. The budget includes provisions for merit pay increases based on the city's policy for those employees not currently "topped out." During the strategic plan discussion, one of the commitments was to competitively assess the ICVB salary schedules on a regular basis, to assure we are able to retain and recruit staff. The commitment was to do this every three years; the next review will take place in the 2017-18 budget year, with implementation assumed in the 2018-19 year.

The line item for incentive pay represents the performance management plan that is part of the compensation structure for the Executive Director, Assistant Executive Director/Sales and Sales Managers. Staffing costs are allocated to the respective departments' budgets; positions that may serve multiple departments (i.e., administration, finance, IT and receptionist) are not parceled out by percentage across the organization. Ten years ago, we moved the dedicated IT staff position to a fulltime position with the Bureau as its Director of Technology; funding continues to provide contractor services as backup for this position, and that is a shared resource with the convention center.

The organization took a 23% staff reduction in 2010-11 and eliminated 6 positions. In 2015-16, you approved the addition of one sales support staff position, to keep the growing demands of customer service needs met. We are not requesting any additional staff positions for 2017-18.

The "big ticket" items are those allocated for travel, media advertising, ad agency services, and the convention center subsidy. Travel remains where the bulk of our customer interactions take place. Our staff is on the road throughout the year, calling on customers, attending various trade show and industry events, representing the destination on a wide range of stages.



Staff members also take on leadership roles in a wide range of industry associations, allowing Irving a variety of selling stages beyond the trade show floor, and we have actively supported that leadership commitment as budgets have allowed.

Media Advertising is the line item that has taken the some of the biggest hits over the past several years, but still represents a large dollar amount. The publications in which we advertise have open rates of \$25,000 for a one-time full-page ad; the dollars add up quickly. It is important to recognize these are the only dollars spent to promote Irving outside of the Metroplex; our hotels and attractions have little budget for any advertising, much less any done out of market. They rely solely on the CVB to generate awareness and interest of their specific properties in our destination. Our placements are strategic but finite, focused primarily on the publications of our leading trade associations, with a small portion set aside for consumer market messaging. As the Irving Music Factory makes its debut, we will work to increase our reach in the leisure market, without sacrificing our bread-and-butter in the meetings market.

Under Special Services, Advertising Agency Services represents the dollars needed to produce our well-received collateral, such as the Traveler's Guide, Convention Center pieces and Quick Reference Guides, as well as our direct mail campaign, websites, online initiatives and trade show displays; this line item includes production, as well as creative services. This is an outsourcing function that continues to generate far more for us in return than we could ever accomplish trying to deliver these items internally.

Special Services also includes the outer-market representation, research services and other Outside Services, including public relations. This is also where funding for the studies related to the Board's Strategic Plan resides. There are several elements tied directly to our primary software system; these expenditures include features tied both to the Customer Relationship Management (CRM) elements and to the Content Management System (CMS) of the websites and databases. We also will be completely revamping the ICVB website in 2017-18, and have also prioritized funding that will allow for the integration of Cvent leads.

We have put funding in the budget for opening events for the Music Factory; as we utilize seats at the Pavilion for customer familiarization tours, we'll also use those opportunities for construction tours of the headquarter hotel.

As noted above, the Business Development Incentive Program (BizDIP) budget proposes an increase; these are funds used for booking incentives, room rebates, rental fee offsets and bid fees. The Drive Nation Sports venue opportunity for hotels on the city's south side is the key driver for this increase.

The LPGA Volunteers of America North Texas Shootout is working on a four-year extension with the Las Colinas Country Club and the City of Irving. We will continue the significant staff support we have provided since its debut, as well maintain our levels of sponsorship and BizDIP. We have had limited client interest in the event and thus have not been able to structure a familiarization tour incorporating it, however, we will continue to look for opportunities to showcase it and Irving. We also anticipate the return of the city-supported Irving Tennis Classic; the event's Spring Break timing has proven challenging for client entertainment opportunities, however, we will continue to provide marketing and media support to this as well.

With the market remaining as strong as it is, we have targeted room night sales gains of 2%. It is not yet clear when and how the impact of the headquarter hotel will impact the CVB's bookings; we do not yet have a point-of-contact for sales that can issue a response to a meeting RFP. That said, Irving hotels continue to be willing to trade occupancy for rate, primarily due to the strength of the corporate market, which ultimately is best for the City's bottom line, as well as for our hotels, although a challenge for the CVB's sales efforts.

When it comes to hotel inventory, the ICVB is "Big Lots" – we get that which the hotels can't or don't sell on their own. We control none of the inventory and none of the pricing decisions – we can make sure our buyers and sellers are well-informed of each other's needs and bring them together, but we can't force them to make or take the deal. We have some level of influence with the headquarter hotel, but it is still a finite amount of inventory.

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## Budget Overview *Continued*

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The group rooms that are available in Irving hover at approximately 20% of our total citywide inventory, or a total of 2,400 rooms nightly, and increase to 2,750 with the new Westin; the number of full-service rooms available for all group bookings will be closer to 950.

The market segments our hotels want to see the CVB support remain a priority: sports, weekend business and groups. In addition to targeted sales and marketing initiatives in these segments, the Business Development Incentive Program (BizDIP) remains a critical resource in the Promotions/Special Events category. We will continue to use the state's Events Trust Fund as we are able; expenses and revenues associated with same have been budgeted.

While the sports market continues to be desirable for our hotels, our efforts there face particular challenge because so much is dependent on facilities we do not control, specifically parks and recreation facilities. The availability of these is extremely limited due to use by local organizations. This limits our venues primarily to the Convention Center (where we have built good relationships with judo, wrestling, taekwondo, etc.), and the city's streets for high-level events such as the Irving Marathon and PlayTri's Triathlon events. We continue to work with Irving-Las Colinas Sports Management, the entity comprised of representatives from the Dallas Rugby Football Club, who have brought forward a public-private partnership proposal for use of the City's Spring Trail Park. While all parties are moving forward as quickly as possible, the soonest our hotels will potentially see impact from this opportunity is likely the 2018-19 fiscal year. We will wait to conduct the previously-discussed Sports Facility Assessment survey until we see where this project may go and until the Drive Nation Sports project is up and operational, scheduled to be Fall 2017.

We are now in our fifth year of a partnership with the Texas Hotel & Lodging Association which allows each Irving hotel to automatically become a member of THLA at no cost. This is a great bottom-line savings for our hotels; more importantly, this allows our hotels a better voice at the

legislative level, and allows Irving a strong voice when it comes to advancing and protecting our legislative priorities. For many of our hotels, they are in and out of the association as budgets allow. Irving member numbers had been declining previously, and thus their voice (and ours) reduced. Never was this more clearly evident than with the Arts Center legislation changes three sessions ago. Often times, elected officials' legislative priorities and those of the industry are not always equally aligned – this allows the industry we represent a separate and distinct means of being heard at the Capitol. This was critical once again this legislative session.

Once again, we are proposing board attendance at the CEOs for Cities with the competitive site assessment; it is hopeful that future schedules (and selected cities) for CEOs for Cities will allow this pattern to continue.

## Convention Center

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The convention center operating subsidy impacts CVB operations by approximately 25% less revenues. The operating subsidy compensates for the difference between the direct revenues the building generates versus its costs to operate. (The operating budget of the Convention Center is a separate document from the Bureau's budget, and is included in this document.) Line items you see in the Bureau's general fund budget relative to operating expenses for the convention center include the subsidy. Listed under Special Services as Facility Management Services, that subsidy level remains flat. We have proposed a \$900,000 transfer into the Convention Center Reserve/Capital Projects Fund, as its resources continue to be rapidly depleted. The rolling 20-year capital improvement program budget has been updated, along with a budget for estimated needs in 2017-18. A large item in that budget is a series of LED lighting projects and updated parking garage equipment to match what will go into the hotel garage, which we will operate. We are working on replacing carpeting throughout the building over a three-year period, with the intent of timing the final part to coincide with the opening of the headquarter hotel.



The convention center continues to give us “product” – not just in the facility itself as a venue, but in the events we pursue. We will continue to look for high profile events that can stimulate weekend demand, create or enhance target market awareness, and that position Irving well. Events such as Zestfest, Ticketstock and FIRST Robotics continue to draw attention and great demographics to our facility. The tremendous success of events such as the ComicCon series have allowed us to be seen as a venue ideal for a growing event.

Our volume of repeat business shouldn't be ignored. It continues to be significant. By hosting targeted events and organizations, doors and eyes are being opened to other clients. Our business partners and project vendors trust us with their business partners, and their clients. Weddings, rehearsals and anniversary dinners lead to more of the same through friends and family. Cultural events open the door to more events within those cultures.

In the short-term, we will continue to focus equally on rooms- and revenue-generating pieces of business for the facility, allowing some flexibility in our booking priorities if the revenue performance of a piece of business makes best sense. The headquarter hotel can allow us to improve certain aspects of the building's revenue performance, at which point we expect to reduce operating subsidy requirements somewhat, and allow our own budget relief for additional sales and marketing, as well as continued investment in capital improvements. It is important to understand, though, that the addition of both the hotel and the Music Factory create a slight risk as well – currently we have a captive audience for meals for events at the Convention Center. Once we become surrounded by alternatives, we may well see a downturn in things like concessions revenues and we are prepared for that. This effort has never been about making money for the convention center; it has been about rising the tide for all so that more assets in our community see the benefit. As the restaurants in the Music Factory and Water Street open, we will see some sources of revenue impacted and we will work to make that up where we can.

With the start of the hotel's construction, we are now further impacted by parking availability, which should be a short-term issue as the Music Factory garage comes on line. [Although for the next year, passage from that garage to the Convention Center still requires guests to navigate past the hotel construction site.]

From a physical facility standpoint, operating costs continue to increase as the building is used more and gets older, and thus is exposed to more wear and tear. Thus, the operating subsidy remains flat until there is product surrounding us, which is what will help stabilize us. Until the hotel opens, our access to the state and national association market won't be there, which is the type of business we need to drive down that operating subsidy.

The Capital Improvement Plan for the facility is a rolling forecast and is included for your review and adoption. In 2012-13, the Convention Center Reserve Fund was established with the construction savings. You subsequently made it policy that any savings achieved in the operating subsidy be added to this Convention Center Capital Projects Fund. The strength of this past year's hotel tax collections, and our own continued prudent efforts, have allowed us to propose a budget that would put \$900,000 in to this fund. A long-term solution for this remains a priority; certainly, as the operating subsidy may be reduced over time, those savings should be identified to support the building's capital fund.

The more sales and marketing we can do, the more hotel tax we can generate. The more hotel tax we can generate, the more there will be to not only cover the city's debt service on the building, but also to support the other Irving entities dependent on the hotel tax – arts, museums, downtown programming, archives.

Regardless of when the headquarter hotel comes on line, it will take until our fifth or sixth year of operations after the hotel opens to stabilize into a pattern, thus we will remain conservative in our revenue projections, and realistic in our overhead costs. But the ICC will always require a subsidy.

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## Longer-Term Budget Priorities

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As we look to the longer-range, our priorities should not change dramatically. As we are able to invest more dollars in direct sales and marketing initiatives, we will. As we are able to add amenities that improve the convention center's appeal and operations, we will. As we are able to reinvest in our own operating reserve, we must continue to do so. As we access the building's reserve, it must be replenished.

From a personnel standpoint, the next few years will continue to see years-of-service milestones achieved for some employees, and it would be naïve to assume all will stay, with or without those milestones. With every vacancy that occurs, we will re-evaluate how that position fits and what other opportunities that position could fill, but positions will need to be filled. A long-term priority is also the establishment of a Customer Advisory Board, including the independent third-party to manage this. It will make best sense to wait until the hotel is actually open, but it does remain a priority. This likely will impact the FY 2018-19 budget.

Also in 2018-19, we anticipate the launch of a volunteer/docent-driven Visitor Information center, most likely anchored from the Convention Center's main lobby. We are evaluating programs operated by our counterparts around the Metroplex, as well as the highly successful program run by DFW Airport, and will hope to borrow the best elements from each of these to make ours a success.

Our hotels' needs remain consistent with what they have noted since the beginning of our Needs Analysis Survey process more than 20 years ago. The greatest threats to business are the: lack of attractions/things to do; saturated market/supply concerns and the impact on rate; and competition/development in other cities. We have addressed supply concerns in Irving with the revised hotel development ordinances adopted in 2006. We know some the cities surrounding us are looking at same, but in a large metropolitan area where the dotted limits of city boundaries are almost invisible to developers and visitors, additional supply will continue to pop up all around

us, and not because demand is necessarily being unmet. The issue of rate wars and price slashing is up to the hotels to fix. For the CVB Board and for the City, compelling development that will attract and welcome visitors and corporations remains critical, citywide.

The opening of Water Street and the Irving Music Factory are now imminent, solving some of that need. The Texas Musicians Museum continues to find its place in the market, bringing new eyes and awareness to the Heritage District. The updates to the City's Comprehensive Plan, its new Economic Development Strategic Plan and its Long-Range Financial Plan all have the opportunity to benefit the City's bottom line in terms of commercial tenant stability and recruitment assets, which visitors can benefit from as well. Both the Comprehensive Plan and Economic Development Strategic Plan propose specific roles and opportunities for the CVB and for visitors.

Two other dates of note remain in the not-that-distant future: **2019** and **2026**.

In **2019**, the bonds on the convention center are at their first callable date and absolutely must be re-financed. This cannot fall off the radar. The City Council will need to take that specific action, but the Board must work to keep it on the collective radar. Ideally, a restructuring would accomplish several things: extend the length of the debt to a timeframe that allows a payment schedule that can be achieved within the 2% of the HOT; allow the City to pay itself back for the short-term "loan" it paid from its Interest & Sinking Fund to cover the debt service shortfall; and establish an annual set-aside of at least \$500,000 for convention center capital improvements. This is a priority in the City Long-Range Financial Plan.

In **2026**, the special legislation created to provide additional short-term support to the Irving Arts Center will expire, rolling the Arts Center back to the state maximum level of 15% of hotel occupancy taxes. [The proposed combining of Irving's museum efforts under a Cultural Arts Program under the auspices of the Irving Arts Center does not change those legal restrictions.] At that point, the City Council will make a policy decision as to how the released HOT percentage will be allocated, which can be to any legal use of the hotel occupancy tax, including capital reserves and facility

improvements to the convention center, or to increase the current amount of hotel occupancy tax given to museum and historic preservation efforts. We must continue to remain attentive to this; certainly, it remains on the radar of the Arts Center as they move forward with that sunset deadline in sight. This should not come as a surprise to any entity when 2026 approaches. Thanks to the support of the Texas Hotel & Lodging Association, a compromise was negotiated with this legislation that does not allow the funding committed to the ICVB's efforts to be reduced if the Arts are funded above the 15% level. We have had a "close call" this legislative session, as informal efforts were floated to attempt to remove the sunset date and to maintain the current funding stream of 15% plus \$1.6 million. Close relationships with the Arts Center staff and board will remain critical.

## In Closing

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It is a rare opportunity to have had the benefit of such a strong economy for this amount of time; once again, this year's budget process has been a positive one. Many of the hard decisions collectively made over the past 16 years have protected us. The staff has developed a program that remains responsible and responsive, proactive and protective. It supports the industry's priorities, generates revenues for the community's bottom line and helps protect market share.

The City of Irving really makes one investment in tourism – through its investment of a portion of the hotel tax into the CVB and thus ICC operating budgets. In return, \$2.3 billion is spent here every year by 3.4 million visitors. The City gets an extremely well-maintained, well-run convention center that only costs the mortgage payment. Someone else – visitors, really – are paying for all the upkeep, all the maintenance, all the improvements. Year over year, some years in an economic high, some in a low, this investment in tourism has seen increased returns in definite room nights booked, in convention center revenues, in customer satisfaction and in positive awareness and measurable analytics.

In November 2014, Oxford Economics released **Destination Promotion: An Engine of Economic Development**; the in-depth analysis noted how investments in the visitor economy drive broader economic growth. The report's findings noted that "the dividends of destination promotion extend far beyond the benefits accruing to visitor-related industries and their suppliers... The reason is that in addition to attracting visitors, destination marketing drives broader economic growth by sustaining air service, creating familiarity, attracting decision makers and improving the quality of life in a place."

The report goes on to note that cities with a higher concentration of visitor-related industries tend to grow faster than average; that higher levels of leisure visits positively affect population growth and employment growth; and that structural shifts in the visitor economy are followed in subsequent years by sustained changes in growth in other parts of the economy. Increases in a destination's visitor-related employment tend to be followed by increases in other employment sectors in the city.

Back in the 1890s, when the US was struggling to recover from the panic of 1893 and the resulting economic depression, civic leaders saw tourism has their means of not just recovering, but stabilizing their community through the cash-in-hand power of **Other People's Money**. Through place-making and community building, that's what we continue to have the opportunity to do in Irving. To build and protect our community and its economy and its future on the backs and shoulders and wallets of **Other People**.





*Texas Musicians Museum – Downtown Irving / Heritage Crossing*



# Irving Convention & Visitors Bureau

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## FOCUS

The Irving Convention & Visitors Bureau’s focus is on building exceptional customer relationships with meeting planners, travel influencers, media, independent travelers, the hospitality industry and the community. Our efforts are focused on generating demand for the destination, thereby creating value for the industry and stakeholders. Innovation, partnership, research and accountability guide our approach. We utilize person-to-person and technology-based sales, marketing and customer-servicing activities to achieve results. Through positive positioning of both the organization and the destination, our leadership benefits the society, culture, environment and economy of Irving.

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## VISION

Irving will continue to be a uniquely vibrant destination attracting visitors of all kinds for unforgettable experiences.

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## MISSION

The Irving Convention & Visitors Bureau enhances Irving’s economy and quality of life by marketing and advocating for the development of Irving as a premier destination.

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# City of Irving

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## VISION

The City of Irving will be the model for safe and beautiful neighborhoods, a vibrant economy, and exceptional recreational, cultural and educational opportunities.

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## MISSION

The City of Irving's mission is to deliver exceptional services and promote a high quality of life for residents, visitors, and businesses.

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# Smith Travel Research Reports

	2016								2017				YEAR TO DATE			RUNNING 12 MONTHS		
OCCUPANCY	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	2015	2016	2017	2015	2016	2017
THIS YEAR	76.7	81.2	75.9	74.8	77.0	78.3	70.5	59.2	69.0	72.6	75.5	76.4	76.0	76.8	73.4	73.6	75.4	73.9
LAST YEAR	76.4	79.9	75.8	74.5	76.1	81.5	72.7	61.3	69.1	76.6	77.6	84.0	73.2	76.0	76.8	70.1	73.6	75.4
% CHANGE	.3	1.6	0.1	0.3	1.3	-3.8	-3.1	-3.5	-0.1	-5.3	-2.7	-9.1	3.9	1.0	-4.4	5.1	2.4	-2.0
ADR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	2015	2016	2017	2015	2016	2017
THIS YEAR	105.25	102.96	99.89	100.17	105.58	109.48	103.56	90.77	107.37	111.32	107.00	108.05	100.67	103.02	108.36	95.20	99.61	104.45
LAST YEAR	99.37	99.16	94.44	95.25	99.53	103.47	99.35	90.91	99.94	104.67	101.97	105.23	96.72	100.67	103.02	92.29	95.20	99.61
% CHANGE	5.9	3.8	5.8	5.2	6.1	5.8	4.2	-0.2	7.4	6.4	4.9	2.7	4.1	2.3	5.2	3.1	4.6	4.9
REVPAR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	2015	2016	2017	2015	2016	2017
THIS YEAR	80.69	83.56	75.78	74.94	81.33	85.76	73.00	53.72	74.04	80.77	80.81	82.54	76.53	79.08	79.49	70.10	75.11	77.19
LAST YEAR	75.95	79.21	71.60	71.01	75.70	84.29	72.25	55.74	69.01	80.16	79.13	88.43	70.78	76.53	79.08	64.69	70.10	75.11
% CHANGE	6.2	5.5	5.8	5.5	7.4	1.7	1.0	-3.6	7.3	0.8	2.1	-6.7	8.1	3.3	0.5	8.4	7.1	2.8
SUPPLY	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	2015	2016	2017	2015	2016	2017
THIS YEAR	371,690	359,760	371,752	371,752	359,760	371,752	359,760	371,752	371,752	335,776	371,752	359,760	1,420,320	1,424,222	1,439,040	4,319,956	4,330,366	4,377,018
LAST YEAR	366,916	355,080	366,916	366,916	355,080	366,916	357,870	370,450	367,970	332,304	367,908	356,040	1,420,021	1,420,320	1,424,222	4,319,382	4,319,956	4,330,366
% CHANGE	1.3	1.3	1.3	1.3	1.3	1.3	0.5	0.4	1.0	1.0	1.0	1.0	0.0	0.3	1.0	0.0	0.2	1.1
DEMAND	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	2015	2016	2017	2015	2016	2017
THIS YEAR	284,978	291,953	282,039	278,106	277,144	291,214	253,600	220,032	256,360	243,620	280,757	274,841	1,079,745	1,093,292	1,055,578	3,181,198	3,265,452	3,234,644
LAST YEAR	280,453	283,625	278,187	273,533	270,074	298,916	260,254	227,118	254,105	254,502	285,489	299,196	1,039,119	1,079,745	1,093,292	3,027,561	3,181,198	3,265,452
% CHANGE	1.6	2.9	1.4	1.7	2.6	-2.6	-2.6	-3.1	0.9	-4.3	-1.7	-8.1	3.9	1.3	-3.4	5.1	2.6	-0.9
REVENUE	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	2015	2016	2017	2015	2016	2017
THIS YEAR	29,993,210	30,060,197	28,172,592	27,857,265	29,259,619	31,881,925	26,263,714	19,971,623	27,525,881	27,120,367	30,040,565	29,696,136	108,701,423	112,630,285	114,382,949	302,835,913	325,263,119	337,843,094
LAST YEAR	27,868,570	28,124,415	26,272,234	26,054,947	26,880,803	30,927,636	25,857,089	20,647,140	25,395,410	26,638,951	29,112,622	31,483,302	100,508,652	108,701,423	112,630,285	279,421,417	302,835,913	325,263,119
% CHANGE	7.6	6.9	7.2	6.9	8.8	3.1	1.6	-3.3	8.4	1.8	3.2	-5.7	8.2	3.6	1.6	8.4	7.4	3.9
CENSUS %	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR						
THIS YEAR	82	82	82	82	82	82	82	82	82	82	82	82						
LAST YEAR	11990	11992	11992	11992	11992	11992	11992	11992	11992	11992	11992	11992						
% CHANGE	88.6	88.6	88.6	88.6	85.2	85.2	86.6	86.6	86.6	86.6	86.6	86.6						

# Multi-Segment Report (CompSet Cities)

Year to Date April 2017 vs April 2016

	OCC%	OCC%	ADR	ADR	REVPAR	REVPAR	PERCENT CHANGE FROM YTD 2016					
	2017	2016	2017	2016	2017	2016	OCC	ADR	REVPAR	RM REV	RM AVAIL	RM SOLD
United States	62.7	62.4	124.83	121.82	78.26	76.02	0.5	2.5	3.0	4.8	1.8	2.3
Texas	64.0	64.2	104.69	102.75	67.03	65.93	-0.2	1.9	1.7	4.9	3.2	3.0
Atlanta, GA	70.3	70.8	107.06	104.38	75.24	73.91	-0.8	2.6	1.8	3.1	1.3	0.6
Arlington, TX	67.0	70.2	89.99	87.77	60.31	61.59	-4.5	2.5	-2.1	3.1	5.3	0.5
Charlotte, NC	68.9	71.3	109.12	106.09	75.19	75.68	-3.4	2.9	-0.6	4.0	4.6	1.1
Fort Worth, TX	71.2	70.6	104.97	101.92	74.79	71.90	1.0	3.0	4.0	6.7	2.6	3.6
Frisco, TX	73.1	72.0	138.53	136.43	101.27	98.26	1.5	1.5	3.1	6.5	3.3	4.9
Grapevine, TX	77.5	77.2	177.03	175.39	137.17	135.38	0.4	0.9	1.3	1.3	0.0	0.4
<b>Irving, TX</b>	<b>73.4</b>	<b>76.8</b>	<b>108.36</b>	<b>103.02</b>	<b>79.49</b>	<b>79.08</b>	<b>-4.4</b>	<b>5.2</b>	<b>0.5</b>	<b>1.6</b>	<b>1.0</b>	<b>-3.4</b>
Nashville, TN	70.9	72.5	135.96	130.27	96.41	94.42	-2.2	4.4	2.1	5.4	3.2	1.0
Phoenix, AZ	78.1	78.9	161.61	152.58	126.22	120.40	-1.0	5.9	4.8	7.0	2.0	1.0
San Jose, CA	74.9	75.9	185.31	184.64	138.75	140.06	-1.3	0.4	-0.9	1.4	2.4	1.0

# Day-of-Week Segment Report

	CURRENT MONTH												YEAR TO DATE											
	TRANSIENT			GROUP			CONTRACT			TOTAL			TRANSIENT			GROUP			CONTRACT			TOTAL		
	This Year	Last Year	% Change	This Year	Last Year	% Change	This Year	Last Year	% Change	This Year	Last Year	% Change	This Year	Last Year	% Change	This Year	Last Year	% Change	This Year	Last Year	% Change	This Year	Last Year	% Change
<b>OCCUPANCY</b>																								
Sunday	37.7	44.1	-14.6	18.8	19.5	-3.8	3.7	6.3	-40.8	60.2	69.9	-13.9	37.5	37.5	-0.1	16.6	15.5	6.7	3.8	6.1	-38.2	57.9	59.2	-2.3
Monday	50.7	51.4	-1.3	27.0	30.4	-11.0	2.9	4.7	-38.0	80.7	86.5	-6.7	46.4	49.5	-6.3	26.6	25.9	2.6	3.1	4.5	-32.3	76.0	79.9	-4.9
Tuesday	50.3	54.8	-8.1	32.5	32.0	1.5	2.6	4.2	-38.6	85.4	91.0	-6.1	49.9	51.8	-3.7	30.8	32.2	-4.1	2.7	4.1	-33.1	83.5	88.1	-5.2
Wednesday	53.5	52.8	1.3	29.5	32.7	-9.9	2.7	4.7	-43.5	85.7	90.3	-5.1	52.4	51.8	1.2	28.5	31.3	-9.0	2.8	4.4	-36.1	83.7	87.6	-4.4
Thursday	46.3	43.3	6.9	26.9	33.2	-19.0	3.0	4.8	-37.9	76.1	81.2	-6.3	43.6	44.2	-1.4	27.1	28.0	-2.9	3.2	4.7	-32.6	73.9	76.9	-3.9
Weekday	47.2	49.3	-4.2	26.5	29.6	-10.2	3.0	4.9	-39.1	76.8	83.8	-8.4	45.9	47.0	-2.4	25.8	26.6	-2.8	3.1	4.8	-34.5	74.8	78.3	-4.5
Friday	42.0	45.7	-8.1	31.2	34.7	-10.1	3.1	4.5	-30.9	76.2	84.8	-10.1	38.7	41.4	-6.5	28.1	27.8	1.1	3.0	4.5	-33.1	69.8	73.7	-5.3
Saturday	46.9	55.6	-15.6	25.6	24.6	3.8	2.5	4.1	-39.3	74.9	84.3	-11.1	43.2	47.1	-8.3	23.7	20.9	13.2	2.6	4.3	-40.4	69.5	72.4	-4.0
Weekend	44.7	50.6	-11.7	28.1	29.6	-5.4	2.8	4.3	-35.7	75.5	84.6	-10.7	40.9	44.2	-7.5	25.9	24.4	6.3	2.8	4.4	-36.7	69.7	73.1	-4.7
<b>Total</b>	47.8	51.6	-7.3	25.9	28.2	-8.2	2.7	4.3	-36.7	76.4	84.0	-9.1	45.6	48.0	-5.0	25.0	24.6	1.4	2.8	4.2	-32.8	73.4	76.8	-4.4
<b>ADR</b>																								
Sunday	91.2	95.24	-4.2	108.88	108.70	0.2	57.06	55.77	2.3	94.60	95.42	-0.9	93.35	89.93	3.9	104.03	101.75	2.2	55.19	54.29	1.7	93.90	89.27	5.2
Monday	121.15	122.02	-0.7	121.47	118.39	2.6	64.84	59.23	9.5	119.22	117.33	1.6	119.89	116.57	2.8	121.54	116.66	4.2	71.80	58.93	21.8	118.53	113.35	4.6
Tuesday	129.07	130.61	-1.2	127.12	119.25	6.6	68.45	58.92	16.2	126.51	123.32	2.6	129.15	126.16	2.4	126.78	120.06	5.6	73.72	59.39	24.1	126.45	120.82	4.7
Wednesday	126.08	128.75	-2.1	130.88	120.70	8.4	66.65	61.35	8.6	125.89	122.31	2.9	126.73	124.53	1.8	127.52	119.73	6.5	70.78	60.77	16.5	125.10	119.58	4.6
Thursday	106.83	109.98	-2.9	118.12	110.09	7.3	65.29	57.34	13.9	109.18	106.91	2.1	109.23	106.04	3.0	115.09	107.75	6.8	62.34	58.58	6.4	109.37	103.76	5.4
Weekday	115.47	118.46	-2.5	122.02	115.94	5.2	63.51	58.33	8.9	115.69	114.02	1.5	116.88	114.19	2.4	120.39	114.59	5.1	65.84	58.09	13.3	115.96	110.90	4.6
Friday	86.68	89.16	-2.8	99.28	93.18	6.6	62.76	59.52	5.4	90.86	89.25	1.8	84.68	83.66	1.2	97.12	89.39	8.6	60.12	58.69	2.4	88.63	84.29	5.1
Saturday	84.90	85.31	-0.5	99.44	92.42	7.6	63.46	63.75	-0.5	89.15	86.34	3.3	83.32	81.12	2.7	95.75	87.88	9.0	62.96	60.92	3.3	86.80	81.86	6.0
Weekend	85.64	87.05	-1.6	99.36	92.86	7.0	63.11	61.55	2.5	89.92	87.80	2.4	83.96	82.30	2.0	96.50	88.74	8.7	61.43	59.78	2.8	87.72	83.09	5.6
<b>Total</b>	106.48	106.97	-0.5	115.57	108.91	6.1	64.26	60.18	6.8	108.05	105.23	2.7	107.97	104.35	3.5	113.91	107.85	5.6	65.53	59.40	10.3	108.36	103.03	5.2
<b>REVPAR</b>																								
Sunday	34.36	42.00	-18.2	20.43	21.19	-3.6	2.14	3.53	-39.4	56.93	66.72	-14.7	35.00	33.72	3.8	17.23	15.78	9.1	2.10	3.33	-37.2	54.32	52.84	2.8
Monday	61.45	62.69	-2.0	32.83	35.97	-8.7	1.89	2.78	-32.1	96.17	101.44	-5.2	55.60	57.70	-3.6	32.33	30.24	6.9	2.20	2.66	-17.5	90.13	90.60	-0.5
Tuesday	64.95	71.53	-9.2	41.31	38.17	8.2	1.76	2.46	-28.6	108.01	112.16	-3.7	64.49	65.39	-1.4	39.11	38.62	1.3	2.02	2.44	-17.0	105.62	106.45	-0.8
Wednesday	67.48	68.00	-0.8	38.62	39.52	-2.3	1.78	2.89	-38.6	107.87	110.41	-2.3	66.43	64.51	3.0	36.32	37.49	-3.1	2.01	2.70	-25.6	104.76	104.70	0.1
Thursday	49.41	47.59	3.8	31.73	36.51	-13.1	1.95	2.76	-29.3	83.09	86.86	-4.3	47.63	46.91	1.5	31.24	30.13	3.7	1.98	2.75	-28.2	80.85	79.79	1.3
Weekday	54.52	58.36	-6.6	32.38	34.27	-5.5	1.91	2.89	-33.7	88.82	95.52	-7.0	53.61	53.64	-0.1	31.08	30.45	2.1	2.06	2.78	-25.8	86.75	86.87	-0.1
Friday	36.41	40.75	-10.7	30.93	32.30	-4.2	1.93	2.65	-27.1	69.274	75.70	-8.5	32.75	34.60	-5.4	27.33	24.89	9.8	1.82	2.66	-31.5	61.90	62.15	-0.4
Saturday	39.79	47.40	-16.1	25.43	22.76	11.7	1.58	2.62	-39.6	66.80	72.78	-8.2	35.97	38.20	-5.9	22.70	18.40	23.4	1.63	2.64	-38.4	60.30	59.25	1.8
Weekend	38.29	44.08	-13.1	27.87	27.53	1.3	1.74	2.64	-34.1	67.90	74.24	-8.5	34.36	36.40	-5.6	25.02	21.65	15.6	1.73	2.65	-35.0	61.10	60.70	0.7
<b>Total</b>	50.89	55.14	-7.7	29.91	30.70	-2.6	1.75	2.59	-32.4	82.54	88.43	-6.7	49.20	50.04	-1.7	28.44	26.55	7.1	1.86	2.49	-25.8	79.49	79.08	0.5

# Hotel Occupancy Tax Collection History

Year	Total	Irving CVB	Irving Arts Center	Downtown/ Events	Museum	Convention Center	Debt Service	Entertainment Venue
1978-1979	491,204	491,204	0	0	0	0	0	0
1979-1980	542,773	542,773	0	0	0	0	0	0
1980-1981	580,019	435,014	145,005	0	0	0	0	0
1981-1982	636,089	477,067	159,022	0	0	0	0	0
1982-1983	1,063,560	797,670	265,890	0	0	0	0	0
1983-1984	1,610,457	1,207,843	402,614	0	0	0	0	0
1984-1985	1,911,112	1,433,334	477,778	0	0	0	0	0
1985-1986	2,166,780	1,625,085	541,695	0	0	0	0	0
1986-1987	2,639,559	1,979,669	659,890	0	0	0	0	0
1987-1988	3,646,065	2,187,639	1,458,426	0	0	0	0	0
1988-1989	3,993,903	2,396,342	1,597,561	0	0	0	0	0
1989-1990	4,632,587	2,779,552	1,853,035	0	0	0	0	0
1990-1991	4,499,013	2,669,842	1,799,605	29,566	0	0	0	0
1991-1992	4,546,936	2,614,488	1,818,774	113,673	0	0	0	0
1992-1993	4,864,777	2,797,247	1,945,911	121,619	0	0	0	0
1993-1994	5,534,381	3,182,269	2,213,752	138,360	0	0	0	0
1994-1995	6,210,563	3,571,074	2,484,225	155,264	0	0	0	0
1995-1996	7,049,188	4,053,283	2,819,675	176,230	0	0	0	0



<b>Year</b>	<b>Total</b>	<b>Irving CVB</b>	<b>Irving Arts Center</b>	<b>Downtown/ Events</b>	<b>Museum</b>	<b>Convention Center</b>	<b>Debt Service</b>	<b>Entertainment Venue</b>
1996-1997	8,033,904	4,619,495	3,213,562	200,848	0	0	0	0
1997-1998	9,072,906	5,216,921	3,629,162	226,823	0	0	0	0
1998-1999	9,411,328	5,129,174	3,576,305	705,850	0	0	0	0
1999-2000	12,681,106	5,272,152	3,675,996	725,526	0	3,007,432	0	0
2000-2001	13,061,688	5,317,973	3,685,262	233,244	93,298	3,731,911	0	0
2001-2002	10,834,084	4,411,020	3,056,759	193,466	77,386	3,095,453	0	0
2002-2003	10,697,995	4,355,612	3,018,363	191,036	76,414	3,056,570	0	0
2003-2004	11,528,472	4,693,735	3,252,676	205,866	82,346	3,293,849	0	0
2004-2005	12,353,946	5,029,821	3,485,578	220,606	88,242	3,529,699	0	0
2005-2006	14,261,194	5,806,345	4,023,693	254,664	101,866	4,074,626	0	0
2006-2007	16,096,997	6,553,777	4,541,653	114,979	287,446	4,599,142	0	0
2007-2008	18,293,788	6,521,467	4,519,262	114,412	286,029	4,576,468	0	2,276,150
2008-2009	16,391,915	5,190,773	2,969,115	91,066	227,665	3,642,648	628,000	3,642,648
2009-2010	15,883,417	5,029,749	2,857,528	88,241	220,603	3,529,648	628,000	3,529,648
2010-2011	18,157,949	5,750,017	3,356,661	100,877	252,194	4,035,100	628,000	4,035,100
2011-2012	18,951,911	6,001,438	3,530,892	105,288	263,221	4,211,536	628,000	4,211,536
2012-2013	20,829,929	6,596,144	3,943,012	115,722	289,305	4,628,873	628,000	4,628,873
2013-2014	22,584,395	7,151,725	4,237,411	125,469	313,672	5,018,754	718,610	5,018,754
2014-2015	24,207,664	7,665,760	4,423,305	134,487	336,218	5,379,481	888,932	5,379,481
2015-2016	25,886,037	8,197,245	4,632,542	143,811	359,528	5,752,453	1,048,005	5,752,453

*Continued on the next page >*

# City of Irving Hotel Tax Summary

Adopted FY 2016-17	Taxable Receipts	Amount Rec'd	5% OF HOTEL OCCUPANCY TAX (HOT)					2% OF HOT	2% OF HOT
			Irving CVB (57.00%)	Arts Center* (39.50%)	Downtown (1.00%)	Museum (2.50%)	Debt Service	Convention Center	Entertainment Venue
1st Quarter	\$66,635,495	\$6,045,683	\$1,864,750	\$1,292,239	\$32,715	\$81,787	\$157,000	\$1,308,596	\$1,308,596
2nd Quarter	71,871,400	6,466,161	2,048,363	1,260,125	35,939	89,841	157,000	1,437,448	1,437,448
3rd Quarter	79,350,812	6,669,510	2,110,390	1,303,861	37,105	92,762	157,000	1,484,196	1,484,196
4th Quarter	70,900,944	5,936,526	1,966,137	932,332	34,504	86,259	157,000	1,380,147	1,380,147
	<b>\$288,758,651</b>	<b>\$25,117,880</b>	<b>\$7,989,640</b>	<b>\$4,788,556</b>	<b>\$140,260</b>	<b>\$350,649</b>	<b>\$628,000</b>	<b>\$5,610,387</b>	<b>\$5,610,387</b>
<b>FY 2016-17 Administrative Cost Reimbursement</b>			<b>\$319,586</b>	<b>\$181,045</b>	<b>\$5,610</b>	<b>\$14,026</b>			

Updated FY 2016-17	Taxable Receipts	Amount Rec'd	5% OF HOTEL OCCUPANCY TAX (HOT)					2% OF HOT	2% OF HOT
			Irving CVB (57.00%)	Arts Center* (39.50%)	Downtown (1.00%)	Museum (2.50%)	Debt Service	Convention Center	Entertainment Venue
1st Quarter	\$67,127,875	\$6,168,320	\$1,953,301	\$1,196,603	\$34,268	\$85,671	\$157,000	\$1,370,738	\$1,370,738
2nd Quarter	72,402,470	6,584,369	2,085,050	1,287,903	36,580	91,450	157,000	1,463,193	1,463,193
3rd Quarter	79,937,148	7,207,349	2,283,073	1,422,774	40,054	100,135	157,000	1,602,156	1,602,156
4th Quarter	71,424,842	6,436,832	2,039,076	1,253,689	35,773	89,433	157,000	1,430,930	1,430,930
	<b>\$290,892,336</b>	<b>\$26,396,869</b>	<b>\$8,360,500</b>	<b>\$5,160,970</b>	<b>\$146,676</b>	<b>\$366,689</b>	<b>\$628,000</b>	<b>\$5,867,018</b>	<b>\$5,867,018</b>
<b>FY 2016-17 Administrative Cost Reimbursement</b>			<b>\$334,420</b>	<b>\$187,179</b>	<b>\$5,867</b>	<b>\$14,668</b>			

1ST & 2ND QUARTER ACTUALS WITH P&I

3RD & 4TH QUARTERS ACTUALS FROM FY 2015-16 PLUS A 1.5% ESTIMATED GROWTH FACTOR

Projected FY 2017-18	Taxable Receipts	Amount Rec'd	5% OF HOTEL OCCUPANCY TAX (HOT)					2% OF HOT	2% OF HOT
			Irving CVB (57.00%)	Arts Center* (39.50%)	Downtown (1.00%)	Museum (2.50%)	Debt Service	Convention Center	Entertainment Venue
1st Quarter	\$68,134,794	\$6,258,490	\$1,982,601	\$1,214,553	\$34,782	\$86,956	\$157,000	\$1,391,299	\$1,391,299
2nd Quarter	73,488,507	6,680,780	2,116,326	1,307,222	37,129	92,822	157,000	1,485,141	1,485,141
3rd Quarter	81,136,205	7,313,104	2,317,319	1,444,116	40,655	101,637	157,000	1,626,189	1,626,189
4th Quarter	72,496,215	6,531,029	2,069,662	1,272,494	36,310	90,775	157,000	1,452,394	1,452,394
	\$295,255,721	\$26,783,402	\$8,485,907	\$5,238,384	\$148,876	\$372,189	\$628,000	\$5,955,023	\$5,955,023
FY 2017-18 Administrative Cost Reimbursement			\$339,436	\$188,970	\$5,955	\$14,888			

ALL QUARTERS FROM FY 2016-17 UPDATED PLUS A 1.5% ESTIMATED GROWTH FACTOR

\* While the IAC is shown to receive 39.5% of the 5% HOT Tax, State Law 351.1077 limits the amounts available for the Irving arts center to the sum of 15% of the 7% HOT plus \$1.6 million. Any amount exceeding the amount authorized by state law is deposited in the Convention Center Debt Service Fund. The amounts transferred are shown by year below:

FY 2013-14 : \$90,610

FY 2014-15 : \$260,932

FY 2015-16 : \$420,005

FY 2016-17 : \$481,492 (est.)

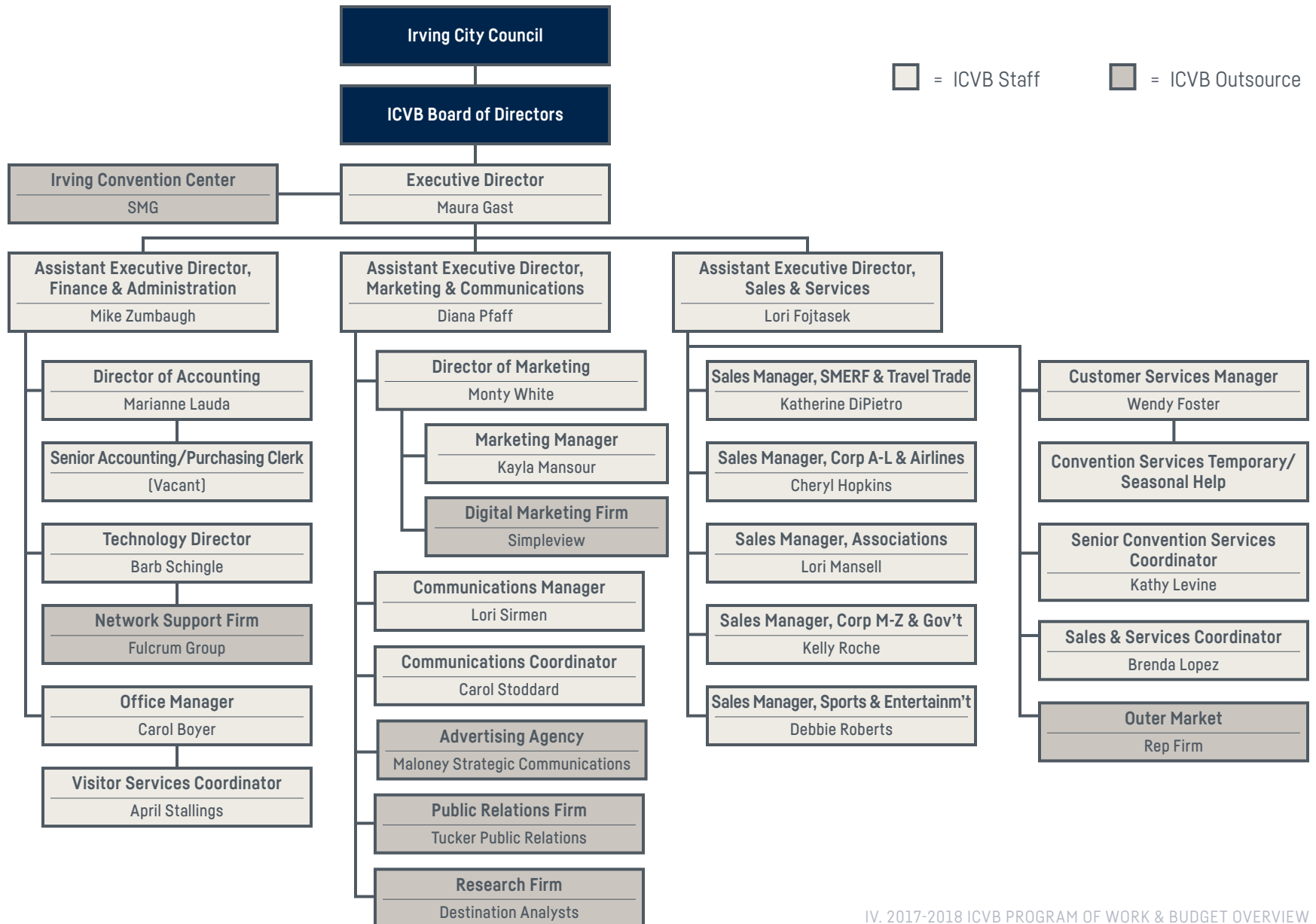




*Four Seasons Resort & Club Dallas at Las Colinas*



# ICVB Organizational Chart





# Irving Economic Impact Figures

Source: Destination Analysts, Inc.  
Irving Visitor Industry 2015 Economic Impact Report

## DOLLARS

**\$2.3** = **\$6.4**  
**BILLION**      **MILLION**  
PER DAY

Total Direct  
Visitor Spending  
in Irving in 2015

Visitor Spending  
in Irving on an  
Average Day in 2015

**\$10,196**

Annual Visitor Spending  
per Irving Resident

**\$1.73**  
**BILLION**

Spending by Visitors  
Staying in Irving Lodging

**\$406**  
**MILLION**

Spending by Visitors  
on Dining in Irving

## PEOPLE

**3.4** = **26K**  
**MILLION**      **PER DAY**  
OVER

Total Irving Visitors  
in 2015

Number of Visitors  
in Irving on an Average  
Day in 2015

## JOB

**19,966**

Total Jobs Supported  
by the Irving Visitor Industry

**\$523**  
**MILLION**

Total Payroll  
for the Irving  
Visitor Industry

## TAXES

**\$55.6**  
**MILLION**

Taxes Generated  
by the Irving Visitor  
Industry for Irving in 2015

**\$662**

Tax Revenues  
Generated  
per Irving Household

## ICVB Fiscal Year Performance History

	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL	5-YEAR AVERAGE
DEFINITES	458	552	600	575	567	2,752	550
ROOM NIGHTS FROM DEFINITES	112,878	132,541	143,927	157,234	184,230	730,810	146,162
ATTENDANCE FROM DEFINITES	293,476	645,915	282,042	377,597	257,171	1,856,201	371,240
LEADS	1,001	1,311	1,241	1,111	1,174	5,838	1,168
DIGITAL MARKETING REACH							
IRVINGTEXAS.COM VISITS	84,958	156,248	165,532	183,898	167,910	758,546	151,709
IRVINGCONVENTIONCENTER.COM VISITS	91,280	113,076	130,578	203,123	133,591	671,648	134,330
RFPS FROM DIGITAL MARKETING	269	554	661	650	746	2,880	576
ROOM NIGHT LEADS FROM DIGITAL MKTG	51,477	179,563	181,503	200,856	297,114	910,513	182,103
TOTAL SOCIAL MEDIA INFLUENCE	7,042	10,052	16,580	36,992	52,256	52,526	10,505
MEDIA IMPRESSIONS	152,025,729	512,021,577	576,590,766	427,709,030	3,558,518,470	5,226,865,572	1,045,373,114
ADVERTISING EQUIVALENCY	\$4,159,846	\$6,002,646	\$7,550,727	\$9,835,516	\$3,973,696	\$31,522,431	\$6,304,486
PR VALUE	\$12,479,538	\$18,007,938	\$22,652,181	\$29,506,548	\$11,921,088	\$94,567,293	\$18,913,458

# The Path of a Tourism Dollar

Tourism dollars often start in the usual places, like a hotel or a restaurant, but they almost never stay in just one place. Like a drop of water in a bucket, a tourism dollar generates a ripple effect throughout the city.

Start with an Irving visitor who takes a hotel shuttle for a conference at the **Irving Convention Center**. As he's getting out of the van, he tips the driver a couple of dollars.

01

After her shift, that very same waitress heads to **Encanto Cake Shop** to pick up a cake for her daughter's eighth birthday.

03

Later that morning, the shuttle driver heads to downtown Irving for his daily break at the **Big State Fountain Grill**, and in the process, passes on the dollars he received earlier to his favorite waitress as a tip.

02

The doctor then has dinner with his friends at the **The Ranch at Las Colinas** because his favorite musician happens to play at the restaurant that very evening.

05

The dollars spent to buy the cake then turns into a paycheck for the cake decorator at the shop, who takes off work early to go to her doctor appointment at **Baylor Medical Center**.

04

And the music store manager drops his car off at **Mi-T-Fine Car Wash** for a full detail. And the tourism dollar keeps on...

07

The following day, the musician stops in at **Murphy's Music Center** to purchase a new guitar.

06

## Code of Ethics

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*Las Colinas Skyline at Dusk*

The Destination Marketing Accreditation Program (DMAP) requires that each organization adhere to this Code of Ethics, to reinforce the need and demand for transparency and accountability within the profession. The Irving CVB remains committed to this Code.

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- Provide exceptional customer service and detailed information on destination products and services.
- Treat all stakeholders courteously, ethically and professionally.
- Actively encourage the integration of ethics into all aspects of management of the ICVB's activities.

*Continued on the next page >*





*Irving Convention Center at Las Colinas*

- Build collaborative relationships with other DMO industry professionals and others for the advancement of the profession.
- Handle all inquiries, requests, transactions, correspondence and complaints promptly, courteously and fairly.
- Provide clean and well-maintained facilities and equipment for the enjoyment of customers.
- Exercise truth in all promotional materials concerning facilities, services and amenities provided and advise the public in a reasonable manner if and when unable to provide the level of services or facilities as advertised. Promotional materials supplied through the DMO must be appropriate for all audiences.
- Provide customers with complete details on prices, cancellation policies and services and ensure customers receive fair exchange for their foreign currency where appropriate.
- Promote responsible and sustainable use of environmental resource base when providing services and products to consumers.
- Abide by all applicable federal, provincial, state and municipal laws.



# ICVB Strategic Imperatives



Water Street Development (Artist Rendering)

These strategic imperatives establish the basic ideals and principles that govern the way the ICVB plans and conducts business.

## ONE

The Irving Convention & Visitors Bureau holds itself accountable for achieving its mission and objectives.

## TWO

The Irving Convention & Visitors Bureau primarily maintains a long-term, strategic marketing focus, and partners with the industry to respond to short-term marketing opportunities.

*Continued on the next page >*

THREE

The Irving Convention & Visitors Bureau recognizes which constituent groups represent its customers, partners and beneficiaries, and responds to their needs and expectations appropriately.

**CUSTOMERS**

visitors, travel trade, meeting and event planners and media

**PARTNERS**

visitor industry, government, chamber and civic groups

**BENEFICIARIES**

the community and the visitor industry.

FOUR

The Irving Convention & Visitors Bureau's efforts and decisions will be responsive to and remain focused on data, visitor feedback, market research, cost benefit analyses and other appropriate input.

FIVE

The Irving Convention & Visitors Bureau expands existing markets, while taking advantage of qualified new market opportunities; the ICVB also continually looks for means to expand its resources, to better capitalize on new market opportunities when possible.

SIX

The Irving Convention & Visitors Bureau accepts a leadership role in pursuit of its mission.

SEVEN

The Irving Convention & Visitors Bureau adheres to the highest quality standards in all its actions, adopting the DMAI Code of Ethics.

EIGHT

The Irving Convention & Visitors Bureau's primary responsibility is to generate overnight visitation to the Irving area by attracting meetings, events and leisure travelers to the city.

NINE

The Irving Convention & Visitors Bureau provides marketing and support for events that are consistent with the mission and brand.



# ICVB Performance Measurements & Indicators

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How do we measure success? The Irving CVB tracks and communicates the results of its efforts on the basis of the following:

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*Pavilion at the Irving Music Factory (Artist Rendering) – Opening Labor Day Weekend 2017*

## Performance Measures

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- Return on Tourism Investment (ROI)
- Irving CVB-booked Room Nights
- Convention Center Revenues
- Media Visits/Media Values/Social Media Analytics
- Customer Satisfaction
- Destination Awareness

## Performance Indicators

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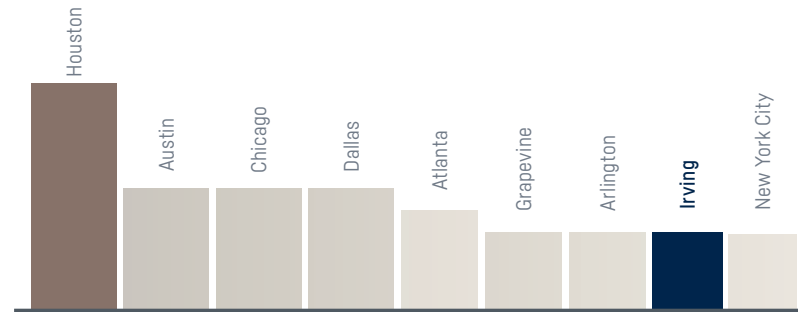
- Economic Impact of Tourism
- Market Occupancy
- Hotel Tax Collections
- Irving Hotels' Average Daily Rate (ADR)
- Irving Hotels' Revenue per Available Room (RevPAR)
- Length of Stay
- Supply/Demand
- Per Person Expenditures
- Attractions Attendance

# Irving Hotels Needs Analysis Survey Summary of Responses

Prior to developing its annual budget and marketing plan, the ICVB conducts a survey of its hotels to best identify their needs. The Bureau then works to develop programming to best meet those needs, while keeping the long-term needs of the industry in mind as well. The following represents the aggregate of responses.

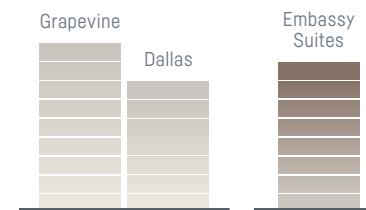
## FEEDER MARKET CITIES

Houston was reported as the top feeder market followed by Austin, Dallas and Chicago. Other cities included Atlanta followed closely by Grapevine, Arlington, Irving and New York City.



## TOP COMPETITION – NON-IRVING DFW HOTELS

Properties in Grapevine and Dallas were frequently listed as top competitors by our Irving hoteliers; Embassy Suites is the brand that was cited the most.





**TOP COMPETITION – U.S. CITIES**

Chicago and Denver were the top non-Texas U.S. cities followed by Phoenix and Atlanta, New York and Washington D.C.

**TOP COMPETITION – TEXAS CITIES**

Dallas was the top Texas city that Irving hotels compete with, followed by Grapevine, Arlington, San Antonio, Houston, Frisco and Austin.



**THREATS TO THE IRVING HOSPITALITY INDUSTRY IN 2017-18**

Too much hotel inventory is considered by far to be the greatest threat to the success of Irving’s hospitality industry. Competition from high profile events and growth of neighboring cities, and a lack of attractions in Irving were also seen as threats.

**REASONS IRVING LOSES BUSINESS**

A lack of entertainment was again listed as the most common reason Irving hotels lose business. Rate and availability were listed as distant second and third reasons.

**HOW THE CITY OF IRVING CAN IMPROVE IRVING BUSINESS**

New development was cited the most frequently, especially development related to entertainment and activities. Improvements to infrastructure, specifically roads, were also cited frequently. Transportation/trolley systems to connect visitors to new developments easily were also referenced.

**HOW THE IRVING CVB CAN IMPROVE BUSINESS**

CVB marketing and sales activities were cited the most frequently when asked how the Irving CVB can improve business. A number of respondents indicated the CVB was already doing a good job, but suggestions for improving communication between the bureau and the hotels were listed as well as continuing to provide the bureau’s Business Development Incentive Program (BizDIP).





*Irving Convention Center at Las Colinas at Night*



## ICVB Key Management Goals

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*View of Las Colinas Skyline at Dusk from the ICC Terrace*

- Increase total room night productivity by two percent over 2016-2017, with continued emphasis on weekend room nights by implementing targeted, focused sales and marketing initiatives that create awareness of the destination, its hotel properties and other venues.
- Remain focused on the performance measures that translate into the best return on investment for the City of Irving, in the short-term and long-term.
- Maintain or improve customer service ratings in all categories.
- Utilize the Business Development Incentive Program (BizDIP) to best meet the needs of Irving hotels and/or customers, especially in key need times, and as budget allows
- Market and sell the convention center by focusing on our high-value points of distinction: location, aesthetics, food quality and attendance-building support.

*Continued on the next page >*



- Continue sales kick-off for the headquarter hotel through in-market and key out-of-market (Austin, DC, NY/NJ and Chicago) efforts.
- Roll out new destination brand campaign for both the meetings and leisure markets to include, but not limited to: logo/tagline revisions, updated print and digital collateral material, and relaunch of irvingtexas.com.
- Increase consumer-market leisure stays by capitalizing on Irving's music-related venues such as the Texas Musicians Museum, Irving Music Factory, Irving Arts Center, etc., with targeted promotions for weekend packages to the group tour and leisure markets.
- Utilize public relations and social media initiatives to generate positive destination coverage to increase awareness of Irving, and to further extend the reach of traditional advertising.
- Launch a new visitor magazine in conjunction with the 45th anniversary of the Irving CVB.
- Continue to expand ways the Irving CVB and Irving Convention Center websites can be best utilized to promote Irving, and to offer hospitality industry partners an effective and affordable promotional vehicle.
- Use unique Irving and DFW area events and assets to showcase the city in a variety of targeted familiarization tours and promotional opportunities, as well as leverage convention center events as "product" to generate additional weekend consumer demand.
- Enhance summer and weekend business through advertising, marketing, social media and sales initiatives developed in cooperation with our industry partners.
- Capitalize on community and industry partnerships to generate visitor revenues and awareness.
- Continue implementation of the ICVB Board Strategic Plan.
- Maintain/enhance stakeholder and board relationships.
- Provide relevant and challenging educational opportunities for all staff for professional and personal development, and for the industry, to best deliver our wide range of customer services.



*Big State Fountain – Downtown Irving / Heritage Crossing*

# ICVB Budget Overview

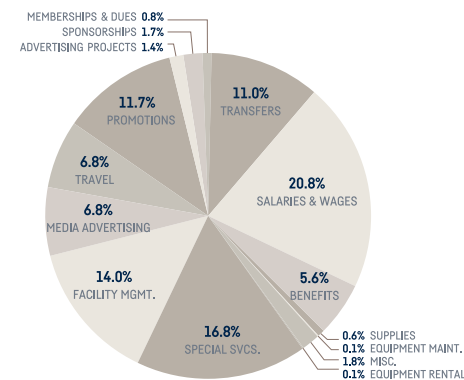
## ICVB FY 2017-18 General Fund Budget EXPENDITURES BY ACCOUNT GROUP

Account Group	Proposed Amount	% of Budget
SALARIES & WAGES	\$ 2,078,840	20.8%
BENEFITS	556,405	5.6%
SUPPLIES	61,900	0.6%
EQUIPMENT MAINTENANCE	6,900	0.1%
MISCELLANEOUS	180,095	1.8%
EQUIPMENT RENTALS	7,900	0.1%
SPECIAL SERVICES	1,676,696	16.8%
FACILITY MANAGEMENT SERVICES	1,395,000	14.0%
ADVERTISING PROJECTS	140,000	1.4%
SPONSORSHIPS	174,000	1.7%
MEDIA ADVERTISING	680,000	6.8%
TRAVEL	680,265	6.8%
PROMOTIONS / SPECIAL EVENTS	1,171,000	11.7%
MEMBERSHIPS & DUES	82,615	0.8%
TRANSFERS	1,100,000	11.0%
<b>TOTAL BUDGET</b>	<b>\$ 9,991,616</b>	<b>100.00%</b>

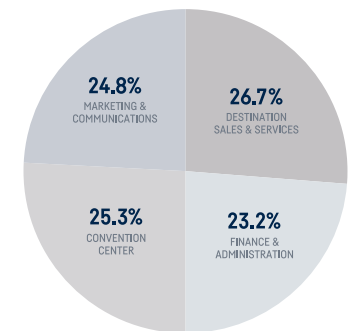
## ICVB FY 2017-18 General Fund Budget EXPENDITURES BY DEPARTMENT

Department	Proposed Amount	% of Budget
FINANCE & ADMINISTRATION	\$ 2,313,927	23.2%
DESTINATION SALES & SERVICES	2,670,458	26.7%
MARKETING & COMMUNICATIONS	2,476,944	24.8%
CONVENTION CENTER	2,530,288	25.3%
<b>TOTAL BUDGET</b>	<b>\$ 9,991,616</b>	<b>100.00%</b>

### EXPENDITURES BY ACCOUNT GROUP



### EXPENDITURES BY DEPARTMENT



ICVB FY 2017-18 General Fund Budget  
**CONSOLIDATED DEPARTMENTS**

Account	Account Summary	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Proposed	Variance from Adopted	
						Amount	Percent
61101	Supervision	506,475	532,183	545,172	558,965	26,782	5.0%
61201	Clerical	237,906	261,814	244,485	252,275	[9,539]	-3.6%
61301	Operating Labor	942,200	987,268	974,600	1,041,145	53,877	5.5%
61401	Part-Time	26,323	25,000	23,000	27,000	2,000	8.0%
61501	Overtime	4,726	6,000	6,100	3,200	[2,800]	-46.7%
61601	Additional Pay	28,659	42,520	42,520	48,255	5,735	13.5%
61801	ICVB Incentive Compensation	136,601	133,000	133,000	148,000	15,000	11.3%
<b>SUBTOTAL : SALARIES AND WAGES</b>		<b>\$1,882,890</b>	<b>\$1,987,785</b>	<b>\$1,968,877</b>	<b>\$2,078,840</b>	<b>\$91,055</b>	<b>4.6%</b>
56305	Life Insurance	1,813	1,898	1,898	1,965	67	3.5%
56307	Health Insurance	168,646	196,652	186,725	189,082	[7,570]	-3.8%
56310	Unemployment Taxes	4,015	3,434	500	3,565	131	3.8%
57502	Medicare	26,375	28,141	26,800	29,414	1,274	4.5%
57503	FICA	60	223	50	200	[23]	-10.3%
57504	TMRS	253,157	280,618	274,000	292,824	12,206	4.3%
57507	SBP	37,396	38,120	38,200	39,070	950	2.5%
57508	PARS 457	160	296	150	285	[11]	-3.7%
<b>SUBTOTAL : BENEFITS</b>		<b>\$491,622</b>	<b>\$549,382</b>	<b>\$528,323</b>	<b>\$556,405</b>	<b>\$7,023</b>	<b>1.3%</b>
52101	Office Supplies	8,461	12,500	9,800	9,800	[2,700]	-21.6%
521012	Office Machinery < \$5,000	5,008	5,000	2,500	3,500	[1,500]	-30.0%
521014	Computer Software	2,532	6,950	3,000	5,550	[1,400]	-20.1%
52102	Postage	4,140	8,500	7,000	7,000	[1,500]	-17.6%
52105	Subscriptions/Resource Materials	25,203	37,050	34,150	36,050	[1,000]	-2.7%
<b>SUBTOTAL : SUPPLIES</b>		<b>\$45,344</b>	<b>\$70,000</b>	<b>\$56,450</b>	<b>\$61,900</b>	<b>\$(8,100)</b>	<b>-11.6%</b>

ICVB FY 2017-18 General Fund Budget  
CONSOLIDATED DEPARTMENTS

Account	Account Summary	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Proposed	Variance from Adopted	
						Amount	Percent
551501	Software	697	800	800	800	-	0.0%
55401	Motor Vehicles	1,679	-	-	-	-	0.0%
55402	Mileage and Parking	5,270	8,500	6,100	6,100	(2,400)	-28.2%
<b>SUBTOTAL : EQUIPMENT MAINTENANCE</b>		<b>\$7,646</b>	<b>\$9,300</b>	<b>\$6,900</b>	<b>\$6,900</b>	<b>\$(2,400)</b>	<b>-25.8%</b>
562001	Bank Charges	-	200	-	-	(200)	-100.0%
56101	Communications	16,077	18,270	21,450	23,650	5,380	29.4%
566282	Employee Educational Training	10,105	13,100	13,000	18,400	5,300	40.5%
56315	Liability Insurance	138,360	138,045	138,045	138,045	-	0.0%
<b>SUBTOTAL : MISCELLANEOUS</b>		<b>\$164,542</b>	<b>\$169,615</b>	<b>\$172,495</b>	<b>\$180,095</b>	<b>\$10,480</b>	<b>6.2%</b>
561601	Equipment Rental	-	2,500	1,500	4,500	2,000	80.0%
561602	Postage Equipment Rental	2,748	5,000	4,200	3,400	(1,600)	-32.0%
<b>SUBTOTAL : EQUIPMENT RENTALS</b>		<b>\$2,748</b>	<b>\$7,500</b>	<b>\$5,700</b>	<b>\$7,900</b>	<b>\$400</b>	<b>5.3%</b>
562701	Administrative Cost Reimbursement	326,349	319,586	334,420	339,436	19,850	6.2%
565200	Advertising Agency	389,532	400,000	400,000	400,000	-	0.0%
563401	Destination Representation	-	100,000	-	75,000	(25,000)	-25.0%
561201	Freight	2,892	7,000	4,400	4,400	(2,600)	-37.1%
563201	Market Research Program	60,250	60,000	40,000	60,000	-	0.0%
56401	Outside Services	544,663	681,760	719,000	797,860	116,100	17.0%
<b>SUBTOTAL : SPECIAL SERVICES</b>		<b>\$1,323,686</b>	<b>\$1,568,346</b>	<b>\$1,497,820</b>	<b>\$1,676,696</b>	<b>\$108,350</b>	<b>6.9%</b>
564106	Facility Management Services	1,056,472	1,395,000	1,395,000	1,395,000	-	0.0%
<b>SUBTOTAL : FACILITY MANAGEMENT SERVICES</b>		<b>\$1,056,472</b>	<b>\$1,395,000</b>	<b>\$1,395,000</b>	<b>\$1,395,000</b>	<b>-</b>	<b>0.0%</b>
565203	Collateral Materials	4,670	4,500	4,500	4,500	-	0.0%
565208	Consumer Promotions	1,583	10,000	9,200	10,000	-	0.0%
565220	Convention Services Materials	51,160	80,000	60,000	70,000	(10,000)	-12.5%
565500	Specialty Advertising	76,298	56,000	133,500	55,500	(500)	-0.9%
<b>SUBTOTAL : ADVERTISING PROJECTS</b>		<b>\$133,711</b>	<b>\$150,500</b>	<b>\$207,200</b>	<b>\$140,000</b>	<b>(10,500)</b>	<b>-7.0%</b>

Continued on the next page >

ICVB BUDGET OVERVIEW

ICVB FY 2017-18 General Fund Budget  
CONSOLIDATED DEPARTMENTS

Account	Account Summary	FY 2015-16	FY 2016-17	FY 2016-17	FY 2017-18	Variance from Adopted	
		Actual	Adopted	Estimated	Proposed	Amount	Percent
565327	Association / Strategic Partnerships	88,680	128,000	119,015	120,500	[7,500]	-5.9%
565301	Byron Nelson Sponsorship / Villa	196,500	200,000	226,500	-	[200,000]	-100.0%
565309	Event Sponsorships	25,000	17,000	17,000	17,000	-	0.0%
565317	Four Seasons Cool Events	-	2,500	2,500	3,000	500	20.0%
565325	Industry Foundation Sponsorships	-	3,500	3,500	3,500	-	0.0%
565321	LPGA Sponsorship	-	25,000	30,000	30,000	5,000	20.0%
<b>SUBTOTAL : SPONSORSHIPS</b>		<b>\$310,180</b>	<b>\$376,000</b>	<b>\$398,515</b>	<b>\$174,000</b>	<b>\$(202,000)</b>	<b>-53.7%</b>
565402	Media Advertising	590,745	680,000	625,000	680,000	-	0.0%
<b>SUBTOTAL : MEDIA ADVERTISING</b>		<b>\$590,745</b>	<b>\$680,000</b>	<b>\$625,000</b>	<b>\$680,000</b>	<b>-</b>	<b>0.0%</b>
566001	Travel [See Detail]	424,566	610,936	505,000	680,265	69,329	11.3%
<b>SUBTOTAL : TRAVEL</b>		<b>\$424,566</b>	<b>\$610,936</b>	<b>\$505,000</b>	<b>\$680,265</b>	<b>\$69,329</b>	<b>11.3%</b>
566210	Byron Nelson Activities	101,762	107,200	110,000	-	[107,200]	-100.0%
566212	Business Development Incentive	500,592	500,000	525,000	650,000	150,000	30.0%
566218	Fam Tours	9,365	46,000	20,000	75,000	29,000	63.0%
566219	Greater Irving / LC Chamber Events	2,840	2,500	2,500	2,500	-	0.0%
566284	High Spirited Citizens	5,166	4,000	1,600	2,700	[1,300]	-32.5%
566294	Irving Music Factory Events	-	-	83,400	135,000	135,000	100.0%
566288	Local Programs / Promotions	144,349	186,050	186,500	225,800	39,750	21.4%
566293	LPGA Activities	6,232	7,000	9,000	10,000	3,000	42.9%
566278	Media Events	16,204	10,000	7,000	20,000	10,000	100.0%
566285	State of Texas Events Trust Fund	8,241	50,000	20,000	50,000	-	0.0%
<b>SUBTOTAL : PROMOTIONS / SPECIAL EVENTS</b>		<b>\$794,751</b>	<b>\$912,750</b>	<b>\$965,000</b>	<b>\$1,171,000</b>	<b>\$258,250</b>	<b>28.3%</b>
57601	Memberships and Dues [See Detail]	66,759	83,105	79,700	82,615	[490]	-0.6%
<b>SUBTOTAL : MEMBERSHIPS AND DUES</b>		<b>\$66,759</b>	<b>\$83,105</b>	<b>\$79,700</b>	<b>\$82,615</b>	<b>\$(490)</b>	<b>-0.6%</b>
85092	Transfer to ICVB Reserve	200,000	200,000	200,000	200,000	-	0.0%
85094	Transfer to ICC Reserve / Capital Proj	526,347	900,000	1,238,528	900,000	-	0.0%
<b>SUBTOTAL : TRANSFERS</b>		<b>\$726,347</b>	<b>\$1,100,000</b>	<b>\$1,438,528</b>	<b>\$1,100,000</b>	<b>-</b>	<b>0.0%</b>
<b>FUND TOTAL</b>		<b>\$ 8,022,009</b>	<b>\$ 9,670,219</b>	<b>\$ 9,850,508</b>	<b>\$ 9,991,616</b>	<b>\$ 321,397</b>	<b>3.3%</b>



## ICVB Financial Position Summary

	Beginning Fund Balance	Total Revenues	Total Funds Available	Total Expenditures	Ending Fund Balance
2201 - GENERAL FUND	\$ 3,709,428	\$ 8,557,907	\$ 12,267,335	\$ 9,991,616	\$ 2,275,719
2202 - RESERVE FUND	927,918	203,000	1,130,918	0	1,130,918
2203 - COMPUTER REPLACEMENT FUND	270,334	1,200	271,547	16,500	255,034
<b>TOTAL</b>	<b>\$ 4,907,680</b>	<b>\$ 8,762,107</b>	<b>\$ 13,669,787</b>	<b>\$ 10,008,116</b>	<b>\$ 3,661,671</b>
2204 - CONVENTION CENTER RESERVE / CAPITAL PROJECTS FUND	\$ 1,008,929	\$ 903,200	\$ 1,912,129	\$ 798,000	\$ 1,114,129

ICVB FY 2017-18 Financial Position  
GENERAL FUND

	FY 2015-16 Actual	FY 2016-17 Budget	FY 2016-17 Estimated	FY 2017-18 Proposed
<b>AVAILABLE FUND BALANCE 10-01</b>	<b>\$ 4,917,016</b>	<b>\$ 4,100,344</b>	<b>\$ 5,083,812</b>	<b>\$ 3,709,428</b>
<b>REVENUES</b>				
Hotel/Motel Tax	8,138,621	7,989,640	8,360,500	8,485,907
Hotel Tax P&I	5,934	-	8,000	-
Hotel Tax - Prior Years	14,171	-	58,624	-
State of Texas Events Trust Fund	10,952	40,000	25,000	50,000
Interest on Investments	11,193	5,000	17,000	17,000
Miscellaneous Revenue	7,934	3,000	7,000	5,000
<b>TOTAL REVENUE</b>	<b>\$ 8,188,805</b>	<b>\$ 8,037,640</b>	<b>\$ 8,476,124</b>	<b>\$ 8,557,907</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$ 13,105,821</b>	<b>\$ 12,137,984</b>	<b>\$ 13,559,936</b>	<b>\$ 12,267,335</b>
<b>EXPENDITURES</b>				
<b>Operating</b>				
Salaries & Wages	1,882,890	1,987,785	1,198,877	2,078,840
Benefits	491,622	549,382	528,323	556,405
Supplies	45,344	70,000	56,450	61,900
Equipment Maintenance	7,646	9,300	6,900	6,900
Miscellaneous	84,489	89,562	92,442	100,042
Equipment Rentals	2,748	7,500	5,700	7,900
Special Services	844,837	1,094,410	1,010,900	1,181,710
Advertising Projects	133,711	150,500	207,200	140,000
Sponsorships	310,180	376,000	398,515	174,000
Media Advertising	590,745	680,000	625,000	680,000
Travel	424,566	610,936	505,000	680,265
Promotions / Special Events	794,751	912,750	965,000	1,171,000
Memberships & Dues	66,759	83,105	79,700	82,615
<b>Total Operating</b>	<b>\$ 5,680,288</b>	<b>\$ 6,621,230</b>	<b>\$ 6,450,007</b>	<b>\$ 6,921,577</b>

ICVB FY 2017-18 Financial Position  
GENERAL FUND

	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Proposed
<b>Non-Operating</b>				
4% Administrative Fee	326,349	319,586	334,420	339,436
ICC Operating Subsidy	1,056,472	1,395,000	1,395,000	1,395,000
SMG Management Incentive	152,500	154,350	152,500	155,550
ICC Property / Liability Insurance	80,053	80,053	80,053	80,053
<b>Total Non-Operating</b>	<b>\$ 1,615,374</b>	<b>\$ 1,948,989</b>	<b>\$ 1,961,973</b>	<b>\$ 1,970,039</b>
<b>Transfers Out</b>				
Transfer to ICVB Reserve Fund	200,000	200,000	200,000	200,000
Transfer to ICC Reserve / Capital Projects Fund	526,347	900,000	1,238,528	900,000
<b>Total Transfers Out</b>	<b>726,347</b>	<b>1,100,000</b>	<b>1,438,528</b>	<b>1,100,000</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,022,009</b>	<b>\$ 9,670,219</b>	<b>\$ 9,850,508</b>	<b>\$ 9,991,616</b>
<b>AVAILABLE FUND BALANCE 09-30</b>	<b>\$ 5,083,812</b>	<b>\$ 2,467,765</b>	<b>\$ 3,709,428</b>	<b>\$ 2,275,719</b>

**General Fund**

As the principal operating fund of the Convention & Visitors Bureau, this fund accounts for all salary and benefits costs for the Bureau as well as all other operating costs in order to fulfill our mission to enhance Irving's economy and quality of life by marketing and advocating for the development of Irving as a premier destination.

ICVB FY 2017-18 Financial Position  
RESERVE FUND

	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Proposed
<b>AVAILABLE FUND BALANCE 10-01</b>	<b>\$ 523,145</b>	<b>\$ 723,745</b>	<b>\$ 724,918</b>	<b>\$ 927,918</b>
<b>REVENUES</b>				
Transfer from ICVB General Fund	200,000	200,000	200,000	200,000
Interest on Investments	1,773	600	3,000	3,000
<b>TOTAL REVENUE</b>	<b>\$ 201,773</b>	<b>\$ 200,600</b>	<b>\$ 203,000</b>	<b>\$ 203,000</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$ 724,918</b>	<b>\$ 924,345</b>	<b>\$ 927,918</b>	<b>\$ 1,130,918</b>
<b>EXPENDITURES</b>				
None	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>AVAILABLE FUND BALANCE 09-30</b>	<b>\$ 724,918</b>	<b>\$ 924,345</b>	<b>\$ 927,918</b>	<b>\$ 1,130,918</b>

**Reserve Fund**

The primary purpose for this fund is to serve as a catastrophic reserve, to protect the Bureau from events beyond the control of the organization which substantially and negatively impact funding for operations.

The only source of revenues for this fund is transfers from the ICVB General Fund.

Per the ICVB General and Reserve Fund Policy, the goal is to achieve and sustain six months of operating revenues in this fund.

*Funds are designated for the following future events:*

1. *Headquarter Hotel Grand Opening Event - \$75,000*
2. *Texas Society of Association Executives 2019 Annual Meeting - \$50,000*

ICVB FY 2017-18 Financial Position  
**COMPUTER REPLACEMENT FUND**

	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Proposed
<b>AVAILABLE FUND BALANCE 10-01</b>	<b>\$ 305,396</b>	<b>\$ 305,396</b>	<b>\$ 284,134</b>	<b>\$ 270,334</b>
<b>REVENUES</b>				
Interest on Investments	842	400	1,200	1,200
<b>TOTAL REVENUE</b>	<b>\$ 842</b>	<b>\$ 400</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$ 306,238</b>	<b>\$ 305,796</b>	<b>\$ 285,334</b>	<b>\$ 271,534</b>
<b>EXPENDITURES</b>				
Supplies	22,104	15,000	15,000	8,500
Capital	-	-	-	8,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 22,104</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 16,500</b>
<b>AVAILABLE FUND BALANCE 09-30</b>	<b>\$ 284,134</b>	<b>\$ 290,796</b>	<b>\$ 270,334</b>	<b>\$ 255,034</b>

**Computer Replacement Fund**

Funds are designated to replace Bureau computer hardware and systems, including large software packages (such as the CRM system) and other technology-related upgrades.

The only source of revenues for this fund is transfers from the ICVB General Fund or ICVB Reserve Fund.





*The Mustangs of Las Colinas - Williams Square*



# Finance & Administration Department

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## Directives

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To position the Irving Convention & Visitors Bureau as a financially responsible organization, providing departments with the support services needed to operate efficiently.

## Initiatives & Strategies

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- Maintain sound accounting practices that conform with Governmental Accounting Standards Board (GASB) statements.
- Ensure cost-effectiveness through competitive bidding processes with vendors.
- Enforce policies and procedures that conform with City of Irving guidelines.
- Increase employee satisfaction and engagement through programs that demonstrate appreciation of staff and provide professional development opportunities.
- Support the efficiency and effectiveness of staff through use of new technologies, while maintaining a secure operating environment.
- Maintain accreditation through Destination Marketing Association International.

*Continued on the next page >*

ICVB FY 2017-18 General Fund Budget  
FINANCE & ADMINISTRATION DEPARTMENT

Account	Account Summary	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Proposed	Variance from Adopted	
						Amount	Percent
<b>SUBTOTAL : SALARIES AND WAGES</b>		\$727,822	\$745,885	\$750,896	\$775,240	\$29,355	3.9%
<b>SUBTOTAL : BENEFITS</b>		\$192,559	\$206,033	\$195,830	\$205,644	\$(389)	-0.2%
<b>SUBTOTAL : SUPPLIES</b>		\$36,812	\$55,500	\$46,500	\$51,450	\$(4,050)	-7.3%
<b>SUBTOTAL : EQUIPMENT MAINTENANCE</b>		\$4,154	\$2,800	\$2,400	\$2,400	\$(400)	-14.3%
<b>SUBTOTAL : MISCELLANEOUS</b>		\$72,634	\$74,907	\$75,707	\$79,727	\$4,820	6.4%
<b>SUBTOTAL : EQUIPMENT RENTALS</b>		\$2,748	\$6,500	\$5,700	\$4,900	\$(1,600)	-24.6%
562701	Administrative Cost Reimbursement	326,349	319,586	334,420	339,436	19,850	6.2%
561201	Freight	215	1,500	1,200	1,200	(300)	-20.0%
56401	Outside Services	59,395	155,460	140,000	149,610	(5,850)	-3.8%
<b>SUBTOTAL : SPECIAL SERVICES</b>		\$385,959	\$476,546	\$475,620	\$490,246	\$13,700	2.9%
565500	Specialty Advertising	102	500	500	500	-	0.0%
<b>SUBTOTAL : ADVERTISING PROJECTS</b>		\$102	\$500	\$500	\$500	-	0.0%
565327	Association / Strategic Partnerships	43,680	45,000	44,015	45,000	-	0.0%
565301	Byron Nelson Sponsorship	196,500	200,000	226,500	-	(200,000)	-100.0%
565309	Event Sponsorships	25,000	-	-	-	-	0.0%
565325	Industry Foundation Sponsorships	-	1,000	1,000	1,000	-	0.0%
565321	LPGA Sponsorship	-	25,000	30,000	30,000	5,000	20.0%
<b>SUBTOTAL : SPONSORSHIPS</b>		\$265,180	\$271,000	\$301,515	\$76,000	\$(195,000)	-72.0%
566001	Travel [See Detail]	49,037	137,814	75,000	156,185	18,371	13.3%
<b>SUBTOTAL : TRAVEL</b>		\$49,037	\$137,814	\$75,000	\$156,185	\$18,371	13.3%
566219	Greater Irving / LC Chamber Events	2,840	2,500	2,500	2,500	-	0.0%
566284	High Spirited Citizens	5,166	4,000	1,600	2,700	(1,300)	-32.5%
566294	Irving Music Factory Activities	-	-	74,500	83,320	83,320	100.0%
566288	Local Programs / Promotions	76,730	108,700	107,500	117,200	8,500	7.8%
<b>SUBTOTAL : PROMOTIONS / SPECIAL EVENTS</b>		\$84,736	\$115,200	\$187,000	\$205,720	\$90,520	78.6%
57601	Memberships & Dues [See Detail]	54,828	65,100	65,000	65,915	815	1.3%
<b>SUBTOTAL : MEMBERSHIPS &amp; DUES</b>		\$54,828	\$65,100	\$65,000	\$65,915	\$815	1.3%
85092	Transfer to Reserve Fund	200,000	200,000	200,000	200,000	-	0.0%
<b>SUBTOTAL : TRANSFERS</b>		\$200,000	\$200,000	\$200,000	\$200,000	-	0.0%
<b>DEPARTMENT TOTAL</b>		<b>\$2,076,571</b>	<b>\$2,357,785</b>	<b>\$2,381,668</b>	<b>\$2,313,927</b>	<b>\$(43,858)</b>	<b>-1.9%</b>

ICVB FY 2017-18 Travel Detail

**FINANCE & ADMINISTRATION DEPARTMENT**

<b>Dept</b>	<b>Description</b>	<b>Account</b>	<b>FY 2017-18 Amount</b>
3501	Additional Travel (Including Board Travel)	566280	\$ 15,000
3501	American Society of Association Executives - Annual Conference	566205	3,425
3501	Board Competitive Site Visits	566280	15,000
3501	CEO's For Cities	566477	15,000
3501	CFO Forum	566487	3,490
3501	City, State, Nation Placemaking Summit	566493	3,295
3501	Convention Industry Council - CMP Conclave	566452	2,840
3501	Dell World Technology Conference	566486	2,695
3501	Destination Marketing Association International - Annual Convention	566220	9,625
3501	Destination Marketing Association International - Board / Committee Meetings	566322	5,975
3501	Destination Marketing Association International - CEO Forum	566222	3,825
3501	Destination Marketing Association International - Destinations Showcase / WDC	566225	6,650
3501	Destination Marketing Association International - Finance, Operations & Tech Forum	566415	4,740
3501	Government Finance Officers Association of Texas	566283	2,980
3501	Headquarter Hotel / IMF Sales Events	566466	4,000
3501	HR Forum	566490	1,645
3501	IMEX North America	566476	3,775
3501	International Association of Exhibitions & Events - Exhibitions Mean Business	566489	2,845
3501	International Association of Exhibitions & Events - Expo! Expo!	566349	3,725
3501	International Association of Exhibitions & Events - Women's Leadership Forum	566467	7,595
3501	Meeting Professionals International - WEC Hosted Buyer	566237	3,575
3501	Professional Convention Management Association - Annual Meeting	566244	4,005
3501	Sales Calls	566250	3,415
3501	Security/Techology Conference	566478	2,295
3501	Simpleview Summit/Board Meetings	566439	5,870
3501	STR Hotel Data Conference	566488	2,415
3501	Technology Forum	566417	1,595
3501	Texas Society of Association Executives - Annual Meeting	566258	2,445
3501	US Travel Council - Destination Capitol Hill	566492	6,745
3501	US Travel Council - Destinations Council Board Meetings	566492	2,745
3501	Zeitgeist Consulting DMO Masterminds	566474	2,955
<b>DEPARTMENT TOTAL</b>			<b>\$ 156,185</b>

## ICVB FY 2017-18 Memberships Detail

### FINANCE & ADMINISTRATION DEPARTMENT

Dept	Description	Account	FY 2017-18 Amount
3501	Additional Memberships	576298	\$ 3,850
3501	American Express	576205	1,750
3501	American Society of Association Executives	576208	475
3501	Association of Film Commissioners International	576295	1,000
3501	CEO's for Cities	576273	10,000
3501	Destination Marketing Association International	576232	7,800
3501	DFW Area Tourism Council	576215	6,785
3501	DFW Association Executives	576217	125
3501	Global Business Travel Association	576214	395
3501	Government Finance Officers Association of Texas	576225	80
3501	Greater Irving / Las Colinas Chamber of Commerce	576235	6,000
3501	Hospitality Sales & Marketing Association International	576230	395
3501	Hotel Association of North Texas	576292	500
3501	International Association of Exhibitions and Events	576218	1,550
3501	International Association of Venue Managers	576229	895
3501	International Council of Shopping Centers	576297	100
3501	International Economic Development Council	576278	585
3501	Irving Heritage Society	576238	250
3501	Irving Hispanic Chamber	576299	245
3501	Meeting Professionals International	576240	465
3501	Press Club of Dallas	576216	100
3501	Professional Convention Management Association	576254	970
3501	Rotary Club of Irving	576237	500
3501	Sports Club at Four Seasons	576260	10,000
3501	Texas Association of Convention & Visitor Bureaus	576262	1,250
3501	Texas Hotel & Lodging Association	576264	450
3501	Texas Restaurant Association	576293	295
3501	Texas Society of Association Executives	576266	395
3501	Texas Travel Industry Association	576268	2,800
3501	U.S. Travel Association	576272	5,075
3501	Urban Land Institute	576271	835
<b>DEPARTMENT TOTAL</b>			<b>\$ 65,915</b>





*Irving Convention Center at Las Colinas Main Entrance at Sunset*





*Aerial View of the Irving Music Factory (Artist Rendering) – Opening Labor Day Weekend / Fall 2017*



# Destination Sales & Services Department

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## Directives

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To position Irving as a preferred destination for meetings and conventions of corporations, associations and specialty markets (including Sports, Entertainment, Social, Military, Religious, Ethnic, Educational, Fraternal and Government); to position Irving as a preferred destination for corporate transient travel; to position Irving as a preferred destination for leisure travel, either group or transient; to position Texas and Dallas/Fort Worth as a vital part of the US travel experience; and to achieve the highest levels of customer satisfaction.

## Initiatives & Strategies

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### OVERALL

- Increase total room night bookings by two percent over 2016-2017 results, with focus on key market segments identified by the 2017 Needs Analysis Survey, and markets impacted by the Irving Music Factory development.
- Work closely with headquarter hotel development team on coordinated sales efforts. Review all “lost business” clients where a lack of headquarter hotel was the reason and re-target aggressively.
- Continue emphasis on weekend, summer and holiday business. Continue to focus on local and regional meeting planners as requested by the hotel community.
- Continue to build and enhance relationships with meeting resource companies, with emphasis on HelmsBriscoe, ConferenceDirect, and Experient.

*Continued on the next page >*

**Initiatives & Strategies / Overall** *Continued*

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- Work with the hotel community in their budgeting cycles to provide rebate support for group bookings.
- Prioritize the BizDIP program's limited resources for highest-value return.
- Utilize the Dallas Cowboys, Music Factory events and the Volunteers of America LPGA Texas Shootout as the backdrop for client appreciation and prospect development, as budget allows.
- Continue staff involvement in leadership of key industry trade associations to gain better customer access.
- Utilize Texas Events Trust Fund for sporting and other eligible events that generate weekend room nights.
- Continue to educate customers and the industry on the DART Orange Line's connectivity to DFW and Love Field.
- Establish destination representation in Washington DC, Chicago and the Northeast.
- Work with the City of Irving Economic Development Strategic Plan, targeting trade meetings, conventions and events of any desired clusters.
- Utilize partnerships with the Greater Irving-Las Colinas Chamber of Commerce, TIF, DART and DCURD to generate new and incremental business opportunities for Irving.
- With ICVB Marketing, identify new measures to engage Irving hoteliers with ICVB programs.
- Continue hosting quarterly Meet the Bureau luncheons to engage and educate hospitality partners.

**ASSOCIATION MARKET – STATE & NATIONAL**

- Host destination reviews capitalizing on significant in-market events and hotel construction, as budget allows.
- Host quarterly hard hat/construction familiarization tours for state association and third-party planners from drive markets.
- Host sales events in Austin involving Irving industry partners, focusing heavily on new accounts/contacts, as well as associations who have a need for the Irving Convention Center and host hotel.
- Host annual sales trips to Washington DC and Chicago involving Irving industry partners and hotel national sales representatives, focusing on national association accounts.
- Continue participation in appropriate industry trade shows such as the Texas Society of Association Executives and the American Society of Association Executives, with constant evaluation of results and new opportunities, identifying options for Irving industry partners' participation where applicable.
- Stage a local association blitz.
- Solicit City of Irving and other community contacts to help identify new prospects for association meetings and conventions.

**CORPORATE/GOVERNMENT MARKET**

- Concentrate on short-term business and need periods by dedicating resources to top-producing and high-potential sub-segments. Leverage short-term opportunities and continue sales trips to key markets.
- Host two destination reviews and/or local customer events capitalizing on significant in-market events, such as the Irving Music Factory and the Dallas Cowboys, Dallas Stars or Dallas Mavericks as schedules may allow.

## Initiatives & Strategies / Corporate/Government Market *Continued*

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- Protect and defend Irving's market share with key local accounts by involving targeted community leaders as needed; solicit City of Irving and other community contacts to help identify new prospects for meetings and conventions.
- Stage two local blitzes to Dallas and Fort Worth in cooperation with the Irving Convention Center.
- Attend market-specific trade shows such as those of the Society of Government Meeting Professionals, Meeting Professionals International-WEC and Connect Marketplace shows.
- Continue to orient corporate users to DART Orange Line access.

## SMERF, GROUP TOURS, SPORTS & ENTERTAINMENT MARKETS

- Host destination review capitalizing on significant in-market events, such as the Irving Music Factory, Volunteers of America LPGA Texas Shootout, and the Dallas Cowboys.
- Capitalize on the Texas Musicians Museum and the opening of the Irving Music Factory to attract new concert production groups and group tour business especially with musical interests for weekends and summer.
- Retain Cowboys game and stadium-related group business.

- Concentrate on SMERF/sports business that is appropriate for the Irving Convention Center and/or Irving's hotels.
- Attend market-specific tradeshows such as the Fraternity Executives Association, Connect Marketplace, Connect Sports, and Tour Connection.
- Capitalize on large city-wide sporting events throughout the market that can create compression for Irving.

## CONVENTION CENTER

- Emphasize the value of the facility and encourage customers with qualified business to consider Irving as a future meeting and exhibit destination. Enhance existing database of customers with meeting, trade show and event prospects whose needs match the convention center.
- Focus on sales to planners of sporting events that can be housed in the convention center's exhibit space.
- Continue to assess the deployment of ICVB Sales and Services team to effectively book and provide services to meetings/events in the facility.
- Utilize rebates paid by hotels to help offset convention center rental for groups, as well as the Texas Events Trust Fund.
- Continue to educate consumer event organizers on DART Orange Line opportunities.
- Use convention services staff to solicit event attendee research when permitted.

*Continued on the next page >*



## Calendar of Activities

Organization	Event	Market
<b>JANUARY</b>		
Southwest Showcase	Tradeshow	Association
Event Services Professionals Association	Education	Convention Services
Professional Convention Management Association	Education/Client Interaction	Association
<b>FEBRUARY</b>		
Religious Conference Management Association	Tradeshow	SMERF
Potomac Chapter of MPI	Mid Atlantic Conference and Expo	Association
Austin Quarterly Customer Event or FAM Trip	Luncheon/Sales Calls	Association
Texas Music Educators Association	Annual Conference	SMERF
<b>MARCH</b>		
National Football League	Travel Managers Meeting	Sports
Society of Government Meeting Professionals	Regional Conference	Government
Dallas-Fort Worth Association Executives	Association Day	Association
Washington DC Sales Calls	Government Sales Calls	Government
National Association of Sports Commissions	Symposium	Sports
Destination Marketing Association International	Spirit of Hospitality/Destinations Showcase	Association
<b>APRIL</b>		
ASAE	Xperience Design Project Tradeshow	Association
HelmsBriscoe	Tradeshow	All
Austin Quarterly Customer Event or FAM Trip	Luncheon/Sales Calls	Association
Austin Sales Calls	Government Sales Calls	Government
Simpleview Summit	Training	Management
Meeting Professionals Intl. – Hill Country Chapter	Global Meetings Industry Day	Association
<b>MAY</b>		
Conference Direct	Annual Partner Meeting & Tradeshow	All
Society of Government Meeting Professionals	National Conference & Tradeshow	Government
Christian Meeting & Conventions Association	Showcase	SMERF
State of Texas Client Event	Dinner/Reception	All
Washington DC Sales Calls	Government Sales Calls	Government
Fraternity Executives Association	Tradeshow	SMERF
Texas Society of Association Executives	Summer Break	Association
<b>JUNE</b>		
Meeting Professionals International	WEC/Sponsored Reception	All

<b>Organization</b>	<b>Event</b>	<b>Market</b>
Society of Government Meeting Professionals	National Conference and Tradeshow	Government
Austin Sales Calls	Government Sales Calls	Government
Cvent	Cvent Connect	All
<b>JULY</b>		
Austin Quarterly Customer Event	Luncheon/Sales Calls	Association
Texas Band Masters	Conference	SMERF
<b>AUGUST</b>		
Smart Meetings	SmartMart Tradeshow	Corporate
American Society of Association Executives	Annual Meeting & Tradeshow	Association
Connect Marketplace	Connect – Sports	Sports
Connect Marketplace	Connect – Specialty	SMERF/Association
Connect Marketplace	Connect – Corporate	Corporate
Connect Marketplace	Connect – Association	Association
Small Meetings Markets	Going on Faith	SMERF
Kaleo Tours	Gospelfest	SMERF
<b>SEPTEMBER</b>		
Texas Society of Association Executives	Annual Meeting	Association
Professional Fraternity Association	Tradeshow	SMERF
TEAMS	Conference and Expo	Sports
Hospitality Sales & Marketing Association Int'l	Leadership Summit Education	Convention Services
Northeast Sales Calls	Corporate Sales Calls	Corporate
<b>OCTOBER</b>		
National Panhellenic Conference	Tradeshow	SMERF
Connect Marketplace	Connect Faith	SMERF
IMEX North America	Tradeshow and Hosted Reception	All
Meeting Professionals International	Hill Country Education Conference	Association
<b>NOVEMBER</b>		
Austin Quarterly Customer Event	Luncheon/Sales Calls	Association
Connect Marketplace	Connect-Texas	Association
Austin Sales Calls	Government Sales Calls	Government
Association Executive Exchange	Tradeshow	Association
<b>DECEMBER</b>		
State of Texas Washington DC Client Event	Holiday Party	Government/Association
Texas Society of Association Executives	Holiday Luncheon	Association Smart

ICVB FY 2017-18 General Fund Budget  
**DESTINATION SALES & SERVICES DEPARTMENT**

Account	Account Summary	FY 2015-16	FY 2016-17	FY 2016-17	FY 2017-18	Variance from Adopted	
		Actual	Adopted	Estimated	Proposed	Amount	Percent
<b>SUBTOTAL : SALARIES AND WAGES</b>		\$720,312	\$799,459	\$762,088	\$840,240	\$40,781	5.1%
<b>SUBTOTAL : BENEFITS</b>		\$185,110	\$220,757	\$209,589	\$225,848	\$5,091	2.3%
<b>SUBTOTAL : SUPPLIES</b>		\$4,413	\$8,000	\$4,650	\$4,650	\$(3,350)	-41.9%
<b>SUBTOTAL : EQUIPMENT MAINTENANCE</b>		\$2,415	\$5,000	\$3,300	\$3,300	\$(1,700)	-34.0%
<b>SUBTOTAL : MISCELLANEOUS</b>		\$6,737	\$7,900	\$10,400	\$12,680	\$4,780	60.5%
<b>SUBTOTAL : EQUIPMENT RENTALS</b>		-	\$1,000	-	\$1,000	-	0.0%
563401	Destination Representation	-	100,000	-	75,000	(25,000)	-25.0%
561201	Freight	1,763	3,000	2,000	2,000	(1,000)	-33.3%
56401	Outside Services	35,754	51,500	51,500	55,800	4,300	8.3%
<b>SUBTOTAL : SPECIAL SERVICES</b>		\$35,517	\$154,500	\$53,500	\$132,800	\$(21,700)	-14.0%
565220	Convention Services Materials	51,160	80,000	60,000	70,000	(10,000)	-12.5%
565500	Specialty Advertising	2,320	14,500	13,000	17,000	2,500	17.2%
<b>SUBTOTAL : ADVERTISING PROJECTS</b>		\$53,480	\$94,500	\$73,000	\$87,000	\$(7,500)	-7.9%
565327	Association / Strategic Partnerships	35,000	68,000	60,000	60,500	(7,500)	-11.0%
565309	Event Sponsorships	-	15,000	15,000	15,000	-	0.0%
<b>SUBTOTAL : SPONSORSHIPS</b>		\$35,000	\$83,000	\$75,000	\$75,500	\$(7,500)	-9.0%
566001	Travel (See Detail)	274,851	341,750	310,000	384,635	42,885	12.5%
<b>SUBTOTAL : TRAVEL</b>		\$274,851	\$341,750	\$310,000	\$384,635	\$42,885	12.5%
566219	Business Development Incentive Prog.	500,592	500,000	525,000	650,000	150,000	30.0%
566284	Byron Nelson Activities	95,169	91,000	95,000	-	(91,000)	-100.0%
566284	Fam Tours	9,365	46,000	15,000	75,000	29,000	63.0%
566294	Irving Music Factory Activities	-	-	4,000	25,840	25,840	100.0%
566288	Local Programs / Promotions	43,441	68,600	65,000	89,850	21,250	31.0%
566293	LPGA Activities	210	1,000	-	-	(1,000)	-100.0%
566288	State of Texas Events Trust Fund	8,241	50,000	20,000	50,000	-	0.0%
<b>SUBTOTAL : PROMOTIONS / SPECIAL EVENTS</b>		\$657,018	\$756,600	\$724,000	\$890,690	\$134,090	17.7%
57601	Memberships & Dues (See Detail)	9,871	13,445	11,000	12,115	(1,330)	-9.9%
<b>SUBTOTAL : MEMBERSHIPS &amp; DUES</b>		\$9,871	\$13,445	\$11,000	\$12,115	\$(1,330)	-9.9%
<b>DEPARTMENT TOTAL</b>		<b>\$1,986,724</b>	<b>\$2,485,911</b>	<b>\$2,236,527</b>	<b>\$2,670,458</b>	<b>\$184,547</b>	<b>7.4%</b>

ICVB FY 2017-18 Travel Detail  
**DESTINATION SALES & SERVICES DEPARTMENT**

Dept	Description	Account	FY 2017-18 Amount
3502	Additional Travel	566280	\$ 35,000
3502	American Society of Association Executives - Annual Conference	566205	10,505
3502	American Society of Association Executives - Xperience Design Project	566302	10,145
3502	Association Executive Exchange	566483	9,895
3502	Christian Meetings & Conventions Association - Annual Conference	566368	5,375
3502	Conference Direct - Partners Meeting	566390	13,540
3502	Connect Faith	566441	6,075
3502	Connect Marketplace	566446	33,805
3502	Connect Texas	466573	15,750
3502	Convention Industry Council - CMP Conclave	566452	3,190
3502	Cvent Connect	566484	2,670
3502	Destination Marketing Association International - Annual Convention	566220	2,995
3502	Destination Marketing Association International - Destinations Showcase / WDC	566225	12,140
3502	Event Services Professionals Association - Annual Meeting	566207	6,405
3502	Experient - EnVision	566479	7,695
3502	Fraternity Executives Association - Annual Meeting	566319	6,525
3502	Going on Faith	566434	4,545
3502	GospelFest - Kaleo Tours	566384	1,210
3502	Helmsbriscoe - Annual Business Conference	566392	12,490
3502	IMEX North America	566476	13,705
3502	Meeting Professionals International - THCC TX Education Conference	566482	4,965
3502	Meeting Professionals International - World Education Congress Hosted Buyer	566237	17,085
3502	Meeting Professionals International Potomac Chapter - MACE	566468	3,665
3502	National Association of Sports Commissions - Symposium	566352	2,970
3502	National Panhellenic Conference - Annual Meeting	566385	4,115

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DESTINATION SALES & SERVICES DEPARTMENT

ICVB FY 2017-18 Travel Detail  
DESTINATION SALES & SERVICES DEPARTMENT

Dept	Description	Account	FY 2017-18 Amount
3502	NFL Travel Directors Conference	566386	\$ 1,860
3502	Professional Fraternities Association - Annual Meeting	566354	13,650
3502	Religious Conference Management Association	566246	6,875
3502	Sales Calls	566250	41,245
3502	Simpleview Summit	566439	2,895
3502	SmartMart	566461	10,315
3502	Society of Government Meeting Planners - Annual Conference	566398	5,525
3502	Society of Government Meeting Planners - Regional Conferences	566411	4,415
3502	Southwest Showcase	566323	10,925
3502	State of Texas Sales Events	566462	8,295
3502	Student and Youth Travel Association	566376	3,895
3502	Texas Bandmasters Association - Annual Conference	566358	5,685
3502	Texas Music Educators Association - Annual Conference	566360	4,600
3502	Texas Society of Association Executives - Annual Meeting	566258	7,645
3502	Texas Society of Association Executives - Holiday Celebration	566494	5,025
3502	Texas Society of Association Executives - Summer Break	566403	5,325
<b>DEPARTMENT TOTAL</b>			<b>\$ 384,635</b>



ICVB FY 2017-18 Memberships Detail  
**DESTINATION SALES & SERVICES DEPARTMENT**

<b>Dept</b>	<b>Description</b>	<b>Account</b>	<b>FY 2017-18 Amount</b>
3502	Additional Memberships	576298	\$ 1,000
3502	American Society of Association Executives	576208	475
3502	Christian Meetings & Conventions Association	576244	250
3502	DFW Association Executives	576217	300
3502	Event Services Professionals Association	576210	1,450
3502	Hospitality Sales & Marketing Association International	576230	1,200
3502	Meeting Professionals International	576240	2,500
3502	National Association of Sports Commissions	576243	795
3502	Professional Convention Management Association	576254	1,000
3502	Professional Fraternity Association	576276	250
3502	Religious Conference Management Association	576257	100
3502	Society of Government Meeting Professionals	576284	1,500
3502	Student and Youth Travel Association	576280	750
3502	Texas Association for Convention Operations Management	576274	150
3502	Texas Society of Association Executives	576266	395
<b>DEPARTMENT TOTAL</b>			<b>\$ 12,115</b>





*The Mandalay Canal at Las Colinas*



# Marketing & Communications Department

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## MARKETING

### Directives

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To position the image of Irving and the Irving Convention Center to all target markets in a manner that is consistent, appropriate and effective; to develop programming, messaging and imagery that create awareness and positive perceptions of Irving as a destination; and to achieve the highest levels of customer satisfaction.

### Initiatives & Strategies

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Roll out new destination brand campaign for both the meetings and leisure markets to include, but not limited to: logo/tagline revisions, updated print and digital collateral material, and relaunch of irvingtexas.com.

### OVERALL

- As the lone voice for the destination in the outer market, continue to focus upon destination and convention center brand awareness in a variety of publications, digital platforms and other programs.

### ADVERTISING PROGRAM

- Continue to have a strong presence in meetings industry trade publications and platforms, while supplementing and expanding the ad buy with publications that cater to the leisure market.
- To further promote weekend stays and add a consumer/leisure market platform for the Irving Music Factory in conjunction with grand opening activities, incorporating all Irving music venues throughout the city.

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**Initiatives & Strategies / Advertising Program** *Continued*

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- Utilize public relations and social media initiatives to generate positive destination coverage, thereby increasing awareness of Irving, and further extending the reach of traditional advertising.
- Creatively modify new ad campaign to effectively target niche markets and to expand non-corporate ad exposure.
- Utilize research for best ROI in ad placements and continue to pursue value-added opportunities with media buys.

**MARKETING COLLATERAL**

- Provide a variety of marketing collateral in printed and digital formats, including visitor guides, meeting planner guides, convention center collateral, sports market collateral, convention services materials, media kits and others.
- Roll-out redesigned destination collateral featuring a vibrant new look, and comprehensive and updated hotel and facility information.
- In conjunction with the 45th anniversary of the Irving CVB, launch a new visitor-oriented lifestyle magazine that also will be of interest to residents and business leaders.

**NEW CLIENT ACQUISITION**

- Continue to develop lead generation opportunities targeted at acquiring top prospects as clients, with a focus on group weekend business and business travelers.
- Develop additional lead generation programs to target specific market segments through advertising buys and third-party agreements.
- Utilize construction of the headquarter hotel and the opening of the Irving Music Factory as an opportunity to re-market to previous “lost business” clients.
- Grow search engine marketing (SEM) programs through Google Adwords to increase the number of electronic leads and requests for proposals, as well as room nights booked by individual business travelers.
- Utilize retargeting campaigns through partnerships with Multiview and MPI to capture meeting planner interest.
- Expand partnership/sponsorship agreements with third-party clients such as HelmsBriscoe, ConferenceDirect, MPI and American Express.

**DIGITAL MARKETING PROGRAMS**

- Retool the bureau’s digital marketing initiatives to capitalize on Irving’s growing leisure destination market segment.
- Expand video distribution strategy utilizing the CVB’s and Irving Convention Center’s 16 new sizzle reel and digital signage videos; increase Irving’s visibility through various digital media channels.

- Launch a new version of the Irving Convention and Visitors Bureau website to appeal to the Irving leisure destination market segment, while still keeping the main focus on the meetings market. Facilitate an enhanced user experience, to include video, improved content, and the addition of an online media center featuring real-time updates.
- Enhance marketing analytics reporting to identify and measure key distribution channels, to include, but not limited to: media and website impact insights of Irving visitor hotel bookings and flight information.
- Utilize user-generated content from social media platforms on the websites and in digital marketing programming through the CrowdRiff platform.
- Continue to improve the content and format of the recently relaunched Irving Convention Center website, and improve the user experience with video headers and video widgets strategically placed throughout the site.
- Continue to focus on developing content marketing and editorial content calendar, as well as utilize outside sources for blog content, website content and search engine optimization (SEO).
- Continuously update the bureau's customer relationship and content management systems to improve accuracy of queries and reports, and ensure accurate and comprehensive listings on the ICVB and Irving Convention Center websites.
- Generate prospecting campaigns and improve the bureau's electronic outreach and email marketing utilizing the Distributed Marketing Platform.
- Continue to build the bureau's proprietary database of opt-in contacts, utilize database access available through advertising partners and improve electronic distribution of data to industry partners.
- Continue search engine optimization program to drive traffic to websites, and, in turn, increase electronic RFPs and leads.

## COOPERATIVE EFFORTS

- Participate in partnerships with area CVBs in cooperative advertising campaigns for leisure market messaging. Supplement this partnership with Irving-specific ad buys and marketing programs to capitalize on new destination messaging.
- Continue cooperative efforts with the Irving Arts Center, Mustangs Museum and the Texas Musicians Museum.
- Initiate new cooperative efforts with the Irving Music Factory, the headquarter hotel, and the new Irving Heritage museum as it comes on line.
- Use inquiries for more frequent and specific message follow-up through a variety of customer-directed mediums.

## RESEARCH PROGRAMS

- Utilize research programs to identify economic impact and traveler profiles for Irving visitors, in order to effectively make decisions regarding the advertising buy, sales efforts and other initiatives.
- Utilize research programs to identify economic impact and visitor profiles for convention center events, in order to effectively make decisions regarding the advertising buy, sales efforts and other initiatives.
- Survey hotel partners to best identify current and projected needs, and utilize the data collected to develop short-term programming and long-term strategies.

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## COMMUNICATIONS – EXTERNAL AUDIENCES

### Directives

To promote and create awareness of Irving as a destination directly to all aspects of the media, including trade, lifestyle and business, and indirectly to business and leisure travelers; and to achieve the highest levels of customer satisfaction.

### Initiatives & Strategies

Utilize public relations efforts to promote Irving as a meeting and visitor destination at local, regional and national levels, support sales efforts and best leverage advertising.

### OVERALL

- Use unique Irving and area events and assets (convention center events, Irving Music Factory and headquarter hotel updates, major hotel renovations/openings, Volunteers of America LPGA Texas Shootout, etc.) to showcase the city in targeted press tours, media events, releases, social media pushes and calendar of event listings.

### EARNED MEDIA

- Utilize public relations firm to drive additional exposure for high-profile events and visitor-related openings to attract national media, specialty network and blogger coverage.
- Conduct press tours (independently and/or in conjunction with local or state partners) targeting key media market segments for editorial coverage. Host travel journalists/bloggers on specific assignments for individual press visits.

- Utilize key convention center events to keep the building's awareness at a high level.
- Host a press tour in conjunction with Irving Music Factory grand opening activities.
- Utilize large public-interest Irving events to generate regional coverage in key feeder markets.
- Incorporate headquarter hotel messaging where appropriate; use key construction milestones in media pitches and journalist/blogger visits.

### SOCIAL MEDIA

- Continue to strengthen media and public outreach for both the destination and convention center through social media outlets including Facebook, Twitter, Instagram, LinkedIn, Google-Plus, Pinterest and YouTube by providing engaging content of specific interest to followers.
- Hold contests, giveaways and sweepstakes to build followings and generate destination event awareness.
- Hold social media and blogger events through vehicles such as sponsorship activations, Instagram and Twitter takeovers, Instameets, etc.
- Utilize user-generated content from social media platforms on the websites and in digital marketing programming through the CrowdRiff platform.

### CONVENTION SERVICES/CLIENT RETENTION

- Work with convention center clients on event-specific social and traditional media relations efforts for attendance building.
- Work with customer groups to promote their meetings and conferences to generate attendance and garner media coverage; continue to work closely with the ICVB and ICC Sales and Services staffs to identify such opportunities.

## COOPERATIVE/PROMOTIONAL EFFORTS

- Work in close partnership with ARK, Live Nation and Irving Music Factory tenants to promote key openings and events to top leisure markets.
- Participate in outbound media missions/blitzes, independently or in conjunction with regional partners, Texas state tourism department, hotels or destination partners.
- Work with Irving's destination partners to promote their venues and events to increase occupancy/business/attendance/awareness, and to secure media coverage.
- Continue to promote Dallas Cowboys football through outer market game package promotions and customized programs with local sports media to generate weekend stays.
- Enhance efforts with the Volunteers of America LPGA Texas Shootout as related to media center operations and social media activation.
- Continue to work closely with Goodyear Cotton Bowl, Conference USA, Big 12, National Football Foundation and National Football Championship in securing media room blocks and hospitality for various games and events.

## COMMUNICATIONS – INTERNAL AUDIENCES

### Directives

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To promote the importance, value and impact of the hospitality industry and the role of the Convention and Visitors Bureau and Irving Convention Center at Las Colinas to the local community; to represent the Bureau and the city as the local liaison to various community and industry organizations and efforts; and to achieve the highest levels of customer satisfaction.

### Initiatives & Strategies

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Gain public awareness and support for ICVB efforts and the convention center, particularly as they relate to securing additional sources of revenue via presentations, forums and updates to the local and hospitality communities.

### OVERALL

- Capitalize on community and local media opportunities and outlets for discussions, features and profiles.
- Utilize public relations/social media efforts to generate greater awareness of Irving CVB activities in “selling” Irving, such as press releases and photo submissions targeted toward local media regarding bureau activities.

### COMMUNITY/INDUSTRY OUTREACH

- Gain public awareness for the Irving Music Factory and headquarter hotel through releases and social media postings.
- Utilize social media platforms to help generate awareness of key events, initiatives and activities.

**Initiatives & Strategies / Community/Industry Outreach** *Continued*

- Utilize public relations/social media efforts to generate greater awareness of Irving CVB activities in “selling” Irving, such as press releases and photo submissions targeted toward local media regarding bureau activities.
- Provide internal social media training so ICVB and ICC staff members are able to contribute to the numerous platforms and blogs.
- Capitalize on the 45th anniversary of the Irving CVB in Nov. 2017 with programming and a community-targeted social media campaign[s].
- Continue the Irving Hospitality Awards program in conjunction with the Irving Hospitality Industry Annual Meeting.
- Continue to support and grow the Irving High Spirited Citizens Awards program.
- Utilize National Travel and Tourism Week to promote the economic importance of the hospitality industry to the local community.
- Leverage Board Community Relations Committee for greater outreach into the community.
- Provide outreach to local media on a regular basis; provide assistance to local media with segments, remotes and promotions in Irving when appropriate.
- Provide educational media opportunities for destination partners on basic public relations efforts, including primers on generating media coverage, navigating social media and promotional opportunities available through the bureau.
- With ICVB Sales, identify new measures to engage Irving hoteliers with ICVB programming.

**COOPERATIVE EFFORTS**

- Support City of Irving media initiatives.
- Continue to advance cooperative partnerships with the Irving Economic Development Partnership, Irving/Las Colinas Chamber of Commerce, Irving Arts Center, City of Irving Corporate Communications, Las Colinas Association and other community organizations where appropriate and relevant.
- Continue to incorporate the city-wide “We’ve Got It All. Together.” campaign elements into all printed and digital collateral, websites, promotional material, etc.



*Sculpture Garden at the Irving Arts Center*

ICVB FY 2017-18 General Fund Budget  
**MARKETING & COMMUNICATIONS DEPARTMENT**

Account	Account Summary	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Proposed	Variance from Adopted	
						Amount	Percent
<b>SUBTOTAL : SALARIES AND WAGES</b>		\$434,756	\$442,441	\$455,893	\$463,360	\$20,919	4.7%
<b>SUBTOTAL : BENEFITS</b>		\$113,953	\$122,592	\$122,904	\$124,914	\$2,322	1.9%
<b>SUBTOTAL : SUPPLIES</b>		\$4,119	\$6,500	\$5,300	\$5,800	\$(700)	-10.8%
<b>SUBTOTAL : EQUIPMENT MAINTENANCE</b>		\$1,077	\$1,500	\$1,200	\$1,200	\$(300)	-20.0%
<b>SUBTOTAL : MISCELLANEOUS</b>		\$5,118	\$7,070	\$6,650	\$7,950	\$880	12.4%
<b>SUBTOTAL : EQUIPMENT RENTALS</b>		-	-	-	\$2,000	\$2,000	100.0%
565200	Advertising Agency	389,532	400,000	400,000	400,000	-	0.0%
561201	Freight	914	2,500	1,200	1,200	(1,300)	-52.0%
563201	Market Research Program	60,250	60,000	40,000	60,000	-	0.0%
56401	Outside Services	297,014	320,450	375,000	436,900	116,450	36.3%
<b>SUBTOTAL : SPECIAL SERVICES</b>		\$747,710	\$782,950	\$816,200	\$898,100	\$115,150	14.7%
565220	Collateral Materials	4,670	4,500	4,500	4,500	-	0.0%
565208	Consumer Promotions	1,583	10,000	9,200	10,000	-	0.0%
565500	Specialty Advertising	73,876	41,000	120,000	38,000	(3,000)	-7.3%
<b>SUBTOTAL : ADVERTISING PROJECTS</b>		\$80,129	\$55,500	\$133,700	\$52,500	\$(3,000)	-5.4%
565327	Association / Strategic Partnerships	10,000	15,000	15,000	15,000	-	0.0%
565309	Event Sponsorships	-	2,000	2,000	2,000	-	0.0%
565317	Four Seasons Cool Events	-	2,500	2,500	3,000	500	20.0%
565325	Industry Foundation Sponsorships	-	2,500	2,500	2,500	-	0.0%
<b>SUBTOTAL : SPONSORSHIPS</b>		\$10,000	\$22,000	\$22,000	\$22,500	\$500	2.3%

*Continued on the next page >*



MARKETING & COMMUNICATIONS DEPARTMENT

ICVB FY 2017-18 General Fund Budget  
 MARKETING & COMMUNICATIONS DEPARTMENT

Account	Account Summary	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Proposed	Variance from Adopted	
						Amount	Percent
566001	Media Advertising	590,745	680,000	625,000	680,000	-	0.0%
<b>SUBTOTAL : MEDIA ADVERTISING</b>		<b>\$590,745</b>	<b>\$680,000</b>	<b>\$625,000</b>	<b>\$680,000</b>	<b>-</b>	<b>0.0%</b>
566001	Travel & Training (See Detail)	100,678	131,372	120,000	139,445	8,073	6.1%
<b>SUBTOTAL : TRAVEL</b>		<b>\$100,678</b>	<b>\$131,372</b>	<b>\$120,000</b>	<b>\$139,445</b>	<b>\$8,073</b>	<b>6.1%</b>
566210	Byron Nelson Activities	6,593	16,200	15,000	-	(16,200)	-100.0%
566294	Irving Music Factory Activities	-	-	4,000	25,840	25,840	100.0%
566288	Local Programs / Promotions	24,178	8,750	14,000	18,750	10,000	114.3%
566293	LPGA Activities	6,022	6,000	9,000	10,000	4,000	66.7%
566278	Media Events	16,204	10,000	7,000	20,000	10,000	100.0%
<b>SUBTOTAL : PROMOTIONS / SPECIAL EVENTS</b>		<b>\$52,997</b>	<b>\$40,950</b>	<b>\$54,000</b>	<b>\$74,590</b>	<b>\$33,640</b>	<b>82.1%</b>
57601	Memberships & Dues (See Detail)	2,060	4,560	3,700	4,585	25	0.5%
<b>SUBTOTAL : MEMBERSHIPS &amp; DUES</b>		<b>\$2,060</b>	<b>\$4,560</b>	<b>\$3,700</b>	<b>\$4,585</b>	<b>\$25</b>	<b>0.5%</b>
<b>DEPARTMENT TOTAL</b>		<b>\$2,143,342</b>	<b>\$2,297,435</b>	<b>\$2,366,547</b>	<b>\$2,476,944</b>	<b>\$179,509</b>	<b>7.8%</b>

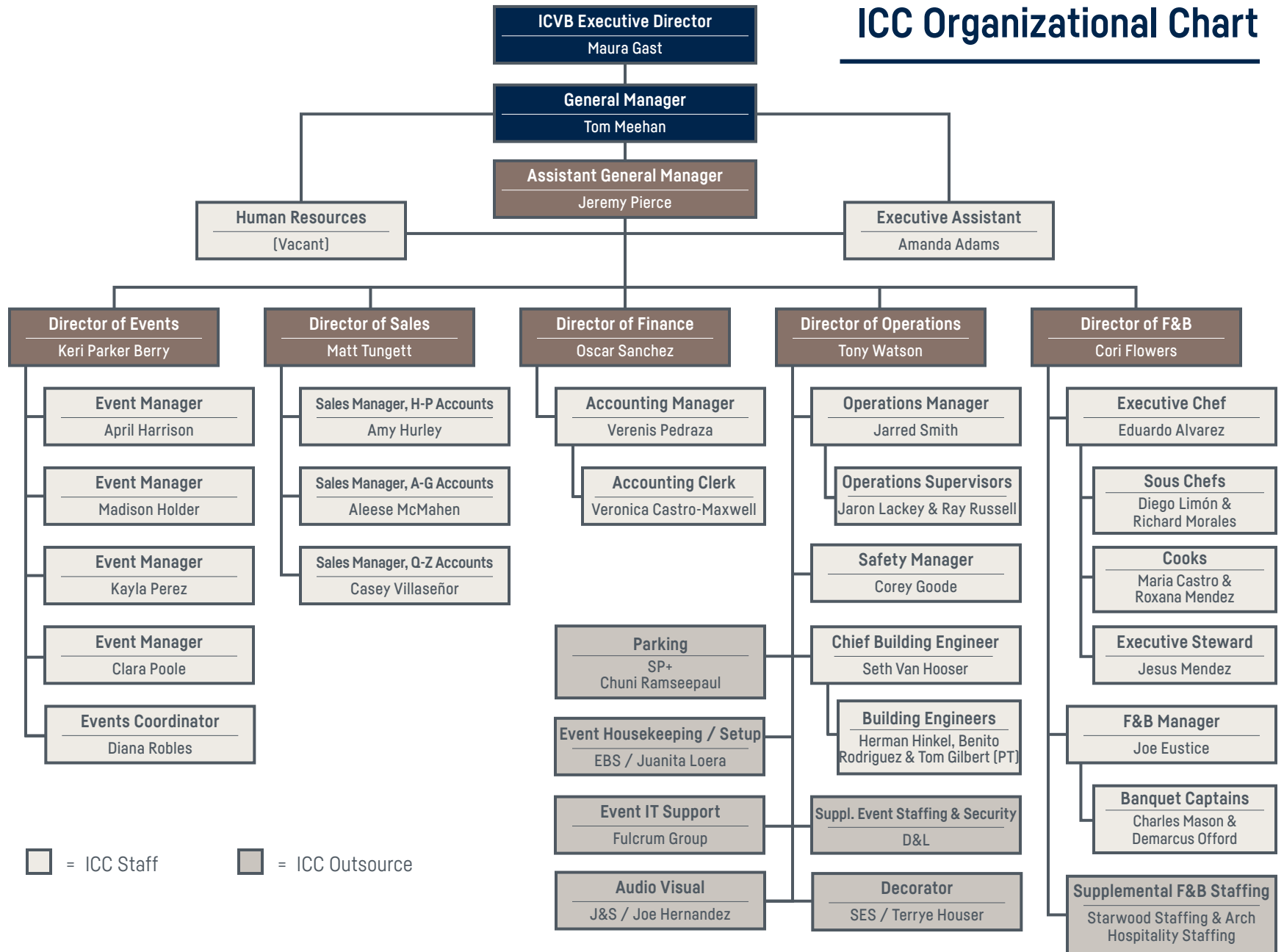
ICVB FY 2017-18 Travel Detail  
**MARKETING & COMMUNICATIONS DEPARTMENT**

<b>Dept</b>	<b>Description</b>	<b>Account</b>	<b>FY 2017-18 Amount</b>
3506	Additional Travel	566280	\$ 15,000
3506	Destination Marketing Assn International – Annual Convention	566220	11,795
3506	Destination Marketing Assn International – Marketing Innovation Summit	566221	5,760
3506	Education Seminar for Tourism Organizations	566429	5,515
3506	eTourism Conferences	566491	18,430
3506	Hospitality Sales & Marketing Assn Int'l – Digital Marketing Conference / Adrian Awards	566454	13,345
3506	Hospitality Sales & Marketing Assn Int'l – Leadership Summit	566371	2,370
3506	Media Missions	566274	9,000
3506	Public Relations Society of America – International Conference	566355	3,695
3506	Public Relations Society of America – Travel & Tourism Section	566272	5,715
3506	Ragan Communications/PRSA Social Media Conference	566325	6,370
3506	Simpleview Summit	566439	12,955
3506	Social Media & Web Analytics Innovation	566495	3,640
3506	Social Media Week	566497	3,480
3506	Society of American Travel Writers – Annual Conference	566311	3,425
3506	Society of American Travel Writers – Chapter Conference	566275	2,395
3506	Spredfast Summit	566496	3,570
3506	Travel Media Showcase	566378	5,695
3506	Texas Travel Industry Assn – Travel Summit	566260	4,140
3506	Texas Travel Industry Assn – Unity Dinner	566262	3,150
<b>DEPARTMENT TOTAL</b>			<b>\$ 139,445</b>

ICVB FY 2017-18 Memberships Detail  
**MARKETING & COMMUNICATIONS DEPARTMENT**

Dept	Description	Account	FY 2017-18 Amount
3506	Additional Memberships	576298	\$ 750
3506	DFW Film Commission	576275	1,000
3506	Golf Writers Assn of America	576296	225
3506	Hospitality Sales & Marketing Assn International	576230	1,155
3506	Press Club of Dallas	576216	400
3506	Public Relations Society of America	576256	625
3506	Public Relations Society of America – Travel & Tourism Section	576255	180
3506	Society of American Travel Writers	576258	250
<b>DEPARTMENT TOTAL</b>			<b>\$ 4,585</b>

# ICC Organizational Chart





# ICC Fiscal Year Performance History

	2011*	2012	2013	2014	2015	2016	Total	5-Year Average**
ATTENDANCE	102,553	200,416	229,561	217,805	285,254	262,155	1,297,744	239,038
EVENT DAYS	232	430	407	430	469	429	2,397	497
UTILIZATION	-	79.6%	85.5%	86.0%	89.0%	86.3%	-	85.3%
EVENTS	143	276	308	298	321	320	1,666	305
EVENT CATEGORIES:								
ASSEMBLIES	11,195	15,515	27,802	21,701	23,394	16,891	116,498	21,061
	9	29	34	22	26	18	138	26
BANQUETS	14,877	67,979	29,010	37,523	33,382	27,243	210,014	39,027
	47	65	81	83	65	50	391	69
CONSUMER/PUBLIC	44,476	93,426	93,299	71,020	74,204	70,001	446,426	80,390
	30	56	49	45	66	62	308	56
CONCERTS	-	-	700	500	500	3,800	5,500	1,100
	-	-	1	1	1	3	6	1
CONVENTIONS	3,890	8,420	25,589	18,127	67,617	62,204	186,047	36,431
	20	12	31	22	34	27	146	25
MEETINGS	11,880	30,240	33,868	40,054	55,359	49,220	220,621	41,748
	60	166	138	179	202	181	926	173
SPORTS	5,775	16,513	10,706	17,875	19,996	19,950	90,815	17,008
	8	14	14	26	31	24	117	22
TRADE SHOWS	6,823	11,896	6,500	8,000	9,757	11,500	54,476	9,531
	18	27	21	25	31	25	147	26
OTHER	282	1,325	720	50	0	16	2,393	422
	15	40	13	1	0	1	70	11
ICVB	3,355	941	1,276	935	1,015	1,130	8,652	1,059
	25	21	25	26	31	38	166	28

\*Notes a partial year, as the facility opened Jan 2011

\*\*Does not include 2011 as a partial year

# ICVB Convention Center Budget

## ICVB FY 2017-18 General Fund Budget by Account CONVENTION CENTER

Account	Account Summary	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted	FY 2016-17 Estimated	FY 2017-18 Proposed	Variance from Adopted	
							Amount	Percent
56315	Liability Insurance	100,000	80,053	79,738	79,738	79,738	-	0.0%
<b>SUBTOTAL: MISCELLANEOUS</b>		<b>\$100,000</b>	<b>\$80,053</b>	<b>\$79,738</b>	<b>\$79,738</b>	<b>\$79,738</b>	<b>-</b>	<b>0.0%</b>
56401	Outside Services	152,702	152,500	154,350	152,500	155,550	1,200	0.8%
<b>SUBTOTAL: SPECIAL SERVICES</b>		<b>\$152,702</b>	<b>\$152,500</b>	<b>\$154,350</b>	<b>\$152,500</b>	<b>\$154,735</b>	<b>1,200</b>	<b>0.8%</b>
564106	Facility Management Services	1,395,000	1,056,472	1,395,000	1,395,000	1,395,000	-	0.0%
<b>SUBTOTAL: FACILITY MANAGEMENT SERVICES</b>		<b>\$1,395,000</b>	<b>\$1,056,472</b>	<b>\$1,395,000</b>	<b>\$1,395,000</b>	<b>\$1,395,000</b>	<b>-</b>	<b>0.0%</b>
85094	Transfer to ICC Reserve/Capital Proj. Fund	400,000	526,347	900,000	1,238,528	900,000	-	0.0%
<b>SUBTOTAL: TRANSFERS</b>		<b>\$400,000</b>	<b>\$526,347</b>	<b>\$900,000</b>	<b>\$1,238,528</b>	<b>\$900,000</b>	<b>-</b>	<b>0.0%</b>
<b>ORGANIZATION TOTAL</b>		<b>\$2,047,702</b>	<b>\$1,815,372</b>	<b>\$2,529,088</b>	<b>\$2,865,766</b>	<b>\$2,529,473</b>	<b>\$1,200</b>	<b>0.0%</b>

# ICC Budget Forecast

## ICC FY 2017-18 Budget Forecast OCTOBER 2017 – SEPTEMBER 2018

	Oct '17	Nov '17	Dec '17	Jan '18	Feb '18	Mar '18	Apr '18	May '18	Jun '18	Jul '18	Aug '18	Sep '18	Total
<b>EVENT INCOME</b>													
<b>Direct Event Income</b>													
Rental Income	60,000	50,000	75,000	100,000	85,000	140,000	129,000	89,100	86,100	98,000	148,000	85,000	1,145,200
Service Income	73,000	53,000	49,800	57,000	65,002	52,365	45,682	54,000	45,000	51,000	55,000	75,000	675,849
Service Expenses	(60,000)	(51,225)	(41,859)	(58,210)	(79,252)	(62,582)	(52,452)	(35,225)	(39,825)	(41,225)	(52,885)	(69,980)	(644,720)
<b>Total Direct Event Income</b>	<b>73,000</b>	<b>51,775</b>	<b>82,941</b>	<b>98,790</b>	<b>70,750</b>	<b>129,783</b>	<b>122,230</b>	<b>107,875</b>	<b>91,275</b>	<b>107,775</b>	<b>150,115</b>	<b>90,020</b>	<b>1,176,329</b>
<b>Ancillary Income</b>													
F&B Concessions	39,515	15,000	5,192	20,000	40,000	31,000	20,000	22,000	11,825	8,405	18,000	16,000	246,937
F&B Catering	220,000	450,000	380,000	150,000	320,000	310,000	280,000	310,000	225,000	209,447	280,000	285,225	3,419,672
Parking: Self Parking	27,900	11,878	6,228	30,525	15,450	21,450	18,800	18,290	16,750	8,650	11,650	8,450	196,020
Electrical Services	15,000	10,000	1,200	20,000	8,000	35,000	10,000	18,055	3,425	1,400	7,350	5,200	134,630
Internet Services	1,450	350	775	1,750	1,650	750	3,500	1,500	1,250	900	780	950	15,605
<b>Total Ancillary Income</b>	<b>303,865</b>	<b>487,228</b>	<b>393,394</b>	<b>222,275</b>	<b>385,100</b>	<b>398,200</b>	<b>332,300</b>	<b>369,845</b>	<b>258,250</b>	<b>228,802</b>	<b>317,780</b>	<b>315,825</b>	<b>4,012,864</b>
<b>TOTAL EVENT INCOME</b>	<b>376,865</b>	<b>539,003</b>	<b>476,335</b>	<b>321,065</b>	<b>455,850</b>	<b>527,983</b>	<b>454,530</b>	<b>477,720</b>	<b>349,525</b>	<b>336,577</b>	<b>467,895</b>	<b>405,845</b>	<b>5,189,193</b>
Other Operating Income	50,200	35,000	42,056	38,200	27,056	22,000	27,056	35,200	27,056	31,000	29,200	27,219	391,243
<b>ADJUSTED GROSS INCOME</b>	<b>427,065</b>	<b>574,003</b>	<b>518,391</b>	<b>359,265</b>	<b>482,906</b>	<b>549,983</b>	<b>481,586</b>	<b>512,920</b>	<b>376,581</b>	<b>367,577</b>	<b>497,095</b>	<b>433,064</b>	<b>5,580,436</b>

ICC FY 2017-18 Budget Forecast  
OCTOBER 2017 – SEPTEMBER 2018

	Oct '17	Nov '17	Dec '17	Jan '18	Feb '18	Mar '18	Apr '18	May '18	Jun '18	Jul '18	Aug '18	Sep '18	Total
<b>OPERATING EXPENSES</b>													
Employee Salaries & Wages	243,252	227,254	258,852	225,000	267,874	242,478	254,774	249,887	249,889	252,889	227,225	259,885	2,959,259
Benefits	47,755	45,982	51,103	63,077	58,455	56,085	56,237	52,481	54,498	66,300	66,300	106,104	724,368
(Less) Event Labor Allocations	(35,344)	(29,009)	(26,615)	(20,545)	(33,854)	(33,841)	(31,058)	(27,797)	(30,096)	(22,363)	(24,280)	(13,450)	(328,251)
Net Employee Wages & Benefits	255,663	244,227	283,340	267,532	292,465	264,723	279,953	274,571	274,290	296,827	269,245	352,539	3,355,375
Contracted Services	40,791	40,751	51,225	40,800	50,125	52,326	45,059	50,222	44,547	42,209	42,209	51,744	552,008
General & Administrative	74,215	47,260	68,174	52,221	45,255	85,000	48,998	56,123	70,883	62,042	60,042	69,038	739,251
Operations	40,011	41,143	34,845	36,265	31,478	56,000	34,398	39,694	59,687	37,166	35,166	39,233	462,638
Repair & Maintenance	56,100	60,125	94,303	30,000	45,000	42,760	51,112	27,786	25,000	45,224	40,224	80,973	598,606
Supplies	11,797	10,840	14,368	5,182	7,006	6,344	18,697	9,177	17,518	18,917	18,917	26,490	165,254
Insurance	5,569	21,194	6,089	7,032	5,974	8,282	6,197	6,251	6,671	7,083	7,083	8,000	95,424
Utilities	58,000	37,370	43,486	40,942	52,000	56,000	36,181	39,077	43,443	39,000	52,083	62,115	559,697
SMG Management Fee	12,895	12,895	12,895	12,895	12,895	12,895	12,895	12,895	12,895	12,894	12,893	12,893	154,735
SMG F&B Incentive Fee	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	270,000
<b>TOTAL OPERATING EXPENSES</b>	<b>577,540</b>	<b>538,305</b>	<b>631,225</b>	<b>515,369</b>	<b>564,698</b>	<b>606,831</b>	<b>555,988</b>	<b>538,296</b>	<b>577,435</b>	<b>583,862</b>	<b>560,362</b>	<b>725,525</b>	<b>6,975,436</b>
<b>NET INCOME (LOSS) FROM OPERATIONS</b>	<b>(150,475)</b>	<b>35,697</b>	<b>(112,834)</b>	<b>(156,104)</b>	<b>(81,792)</b>	<b>(56,848)</b>	<b>(74,402)</b>	<b>(25,376)</b>	<b>(200,854)</b>	<b>(216,285)</b>	<b>(63,267)</b>	<b>(292,461)</b>	<b>(1,395,000)</b>



# ICC Travel Detail

## ICC FY 2017-18 Travel Budget CONSOLIDATED DEPARTMENTS

Event	Sales	Finance	Operations	Events	F&B	Executive
Austin Sales Calls	8,000	-	-	-	-	8,000
Southwest Showcase	1,500	-	-	-	-	1,500
TSAE Annual Meeting	1,500	-	-	-	-	1,500
SMG Annual GM Conference	-	-	-	-	-	3,000
IMEX	-	-	-	-	-	2,000
TSAE Summer Break	1,000	-	-	-	-	1,000
IAEE Expo Expo	2,000	-	-	-	-	2,000
Connect Texas	1,500	-	-	-	-	1,500
K'Nekt Training	2,400	-	-	-	-	-
SMG Venue Ops Training	-	-	-	1,000	-	-
MPI WEC	1,400	-	-	-	-	-
SMG Finance Conference	-	1,800	-	-	-	-
Venue Management School	-	-	3,500	-	-	-
SMG Operations Conference	-	-	2,000	2,000	-	-
IAVM Venue Connect	-	-	2,500	1,000	-	2,500
SMG Savor Annual Ops Conference	-	-	-	-	2,000	-
National Restaurant Association	-	-	-	-	4,000	-
Catering Source	-	-	-	2,000	4,000	-
SMG Human Resources Conference	-	-	-	-	-	1,500
<b>Total Travel Budget By Department</b>	<b>19,300</b>	<b>1,800</b>	<b>8,000</b>	<b>6,000</b>	<b>10,000</b>	<b>24,500</b>
<b>Total ICC Travel Budget</b>						<b>69,600</b>

## ICVB Convention Center Reserve / Capital Projects Fund

	FY 2015-16 Actual	FY 2016-17 Budget	FY 2016-17 Estimated	FY 2017-18 Proposed
<b>AVAILABLE FUND BALANCE 10-01</b>	<b>\$ 862,108</b>	<b>\$ 629,955</b>	<b>\$ 659,701</b>	<b>\$ 1,008,929</b>
<b>REVENUES</b>				
Transfer from ICVB General Fund	526,347	900,000	1,238,528	900,000
Interest on Investments	3,021	1,500	3,200	3,200
<b>TOTAL REVENUE</b>	<b>\$ 529,368</b>	<b>\$ 901,500</b>	<b>\$ 1,241,728</b>	<b>\$ 903,200</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$ 1,391,476</b>	<b>\$ 1,531,455</b>	<b>\$ 1,901,429</b>	<b>\$ 1,912,129</b>
<b>EXPENDITURES</b>				
Maintenance	722,002	892,500	892,500	798,000
Equipment	9,773	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 731,775</b>	<b>\$ 892,500</b>	<b>\$ 892,500</b>	<b>\$ 798,000</b>
<b>AVAILABLE FUND BALANCE 09-30</b>	<b>\$ 659,701</b>	<b>\$ 638,955</b>	<b>\$ 1,008,929</b>	<b>\$ 1,114,129</b>

### Convention Center Reserve / Capital Projects Fund

This fund provides funding for repair and replacement projects, and the capital improvement program for the Irving Convention Center, which are budgeted annually and reflected in a 20-year plan that is updated annually.

The only source of revenues for this fund is transfers from the ICVB General Fund or ICVB Reserve Fund.

Per the ICVB General and Reserve Policy, the goal is to achieve and sustain a balance of \$1,300,000 in this fund.

# ICC 20-Year Capital Improvement Plan

CIP Code : 00-Not Entered • 01-Life Safety/Code/ADA • 02-Maintenance • 03-Equipment Replacement • 04-Contractual • 05-Cost Savings/PC • 06-Revenue Enhancing • 07-General

Project Description	CIP Code	Unit Cost	Qty	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 20
<b>LIFE SAFETY / FIRE</b>											
Access Control System / Card Readers	1			-	-	-	-	-	-	15,000	15,000
Emergency Generator	1			-	-	-	5,000	5,000	5,000	50,000	100,000
Fire Alarm System	1			-	-	-	-	-	-	20,000	20,000
Fire Sprinkler System	1			-	-	-	20,000	50,000	50,000	50,000	50,000
Security System / CCTV	1			-	-	-	15,000	20,000	20,000	50,000	50,000
General Safety Equipment	1			-	-	-	10,000	25,000	25,000	50,000	50,000
<b>HVAC / MECHANICAL</b>											
Air Handling Units / Fan Coil Units	2			-	-	-	10,000	10,000	10,000	200,000	200,000
Boiler(s)	2			-	-	-	10,000	10,000	-	35,000	100,000
Building Automation System	2			-	-	-	-	-	-	50,000	50,000
Chiller(s)	2			-	-	-	20,000	20,000	20,000	100,000	300,000
Controls	2			-	-	-	10,000	-	10,000	20,000	20,000
Cooling Tower(s)	2			-	-	-	25,000	50,000	50,000	250,000	250,000
Exhaust Fans	2			-	-	-	10,000	10,000	10,000	100,000	100,000
Supply Fans / Return Fans	2			-	-	-	15,000	20,000	20,000	150,000	200,000
Motors & Pumps	2			-	-	-	20,000	20,000	20,000	250,000	250,000
VFD's-Variable Frequency Drives	2			-	-	-	10,000	15,000	15,000	100,000	150,000
Water Treatment / Ozone plant	2			-	-	-	10,000	25,000	25,000	75,000	100,000
<b>ELECTRICAL</b>											
Electrical Sys – Transformers/Ballasts	2			-	-	-	-	-	-	25,000	25,000
Electrical Sys – Panels & Switchboards	3			-	-	-	-	10,000	-	25,000	25,000
Energy Mgmt System / Lighting System	7			-	-	-	10,000	10,000	50,000	50,000	50,000
LED Lighting Projects	5			-	-	-	150,000	150,000	150,000	500,000	250,000
Barrisol Light System – Grand Ballroom	2			-	-	-	-	-	-	50,000	50,000
Power Projects/Additional Power Sites	2			-	-	-	40,000	50,000	50,000	-	-
Main Electrical Switchgear	2			-	-	-	20,000	-	-	50,000	50,000
Electrical Distribution Equipment	6			-	-	-	-	-	-	25,000	25,000

Project Description	CIP Code	Unit Cost	Qty	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 20
<b>PLUMBING</b>											
Restroom Renovations	3			-	-	-	-	-	-	50,000	50,000
General Plumbing	2			-	-	-	-	-	-	50,000	50,000
<b>FOOD &amp; BEVERAGE</b>											
Equipment Kitchen / Concessions	3			-	-	-	30,000	40,000	40,000	200,000	250,000
Small Wares	3			-	-	-	30,000	40,000	40,000	200,000	250,000
<b>F F &amp; E</b>											
Chairs/Tables/Skirting/Linen/Pipe & Drape	3			-	-	-	-	30,000	50,000	150,000	350,000
Furniture - Administrative / Café / Terrace	3			-	-	-	50,000	50,000	-	100,000	100,000
Janitorial Equipment / Machinery	5			-	-	-	-	-	10,000	50,000	50,000
Crowd Control / Stanchions	3			-	-	-	-	-	10,000	50,000	50,000
Staging / Risers / Skirting	3			-	-	-	-	-	25,000	250,000	250,000
Dance Floor	3			-	-	-	-	-	-	50,000	50,000
Parking Garage Equipment				-	-	-	150,000	-	-	50,000	50,000
Trash Cans / Urns	3			-	-	-	10,000	10,000	10,000	50,000	50,000
Maintenance Equipment / Tools	2			-	-	-	-	-	10,000	50,000	50,000
<b>GENERAL BUILDING &amp; MAINTENANCE</b>											
Aesthetic Improvements	7			-	-	-	-	-	-	250,000	250,000
Stained Concrete Floor - Prefunct Level 1	2			-	-	-	15,000	15,000	15,000	60,000	60,000
Carpet Replacement	2			-	-	-	-	100,000	100,000	250,000	500,000
Glass	2			-	-	-	-	15,000	15,000	60,000	60,000
Operable Partitions - Air Wall Repairs	2			-	-	-	-	-	-	50,000	100,000
Roofing System	2			-	-	-	-	-	-	50,000	50,000
Seating Risers / Retractable	3			-	-	-	-	-	-	50,000	50,000
Wayfinding Signage	7			-	-	-	-	20,000	20,000	50,000	50,000

CIP Code : 00-Not Entered • 01-Life Safety/Code/ADA • 02-Maintenance • 03-Equipment Replacement • 04-Contractual • 05-Cost Savings/PC • 06-Revenue Enhancing • 07-General

*Continued on the next page >*



ICC 20-YEAR CAPITAL IMPROVEMENT PLAN

Project Description	CIP Code	Unit Cost	Qty	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 20
<b>COMMUNICATIONS</b>											
Computer Upgrades	3			-	-	-	-	-	-	50,000	50,000
Radios - Two-way	3			-	-	-	-	10,000	10,000	50,000	50,000
Sound System	2			-	-	-	-	-	-	25,000	25,000
Telephone System - PBX System	3			-	-	-	-	-	-	50,000	50,000
Wireless Network	3			-	-	-	-	20,000	20,000	50,000	50,000
Digital Signage - Monitors	3			-	-	-	-	25,000	25,000	50,000	50,000
<b>SITE</b>											
Exterior Skin - Copper Panels	3			-	-	-	-	-	-	25,000	25,000
Landscaping & Irrigation	3			-	-	-	30,000	50,000	50,000	250,000	250,000
Marquee Signage	3			-	-	-	25,000	-	-	25,000	25,000
Water Feature	2			-	-	-	-	15,000	15,000	60,000	60,000
Garage / Property Striping	2			-	-	-	10,000	10,000	10,000	50,000	50,000
<b>VEHICLES</b>											
Forklifts	3					-	-	-	-	45,000	45,000
Man-lifts	3					-	-	-	-	50,000	50,000
Carts / Ambulance	3					-	-	-	-	20,000	20,000
<b>VERTICAL TRANSPORT</b>											
Escalators	2					-	-	-	-	50,000	75,000
Elevator	2					-	-	-	-	50,000	75,000
<b>CODE RELATED</b>											
ADA Improvements - Door Replacements	2					-	-	-	-	-	-
Annual Project Cost						-	760,000	950,000	1,005,000	5,310,000	6,150,000
5% Contingencies						-	38,000	47,500	50,250	265,500	307,500
<b>ANNUAL PROJECT TOTAL COST</b>						-	<b>798,000</b>	<b>997,500</b>	<b>1,055,250</b>	<b>5,575,500</b>	<b>6,457,500</b>
<b>**CUMULATIVE PLAN COST</b>											<b>14,883,750</b>

CIP Code : 00-Not Entered • 01-Life Safety/Code/ADA • 02-Maintenance • 03-Equipment Replacement • 04-Contractual • 05-Cost Savings/PC • 06-Revenue Enhancing • 07-General